

# IFTDO News

Number 2 - 2014



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**STEERING & STRATEGIZING HR FORWARD:**  
Helming The Future of HR  
Peter Christie



**MONEY MATTERS:**  
Looking at the financial impact of HR  
Jack Phillips



**HRM**  
Evolve or Cease to Exist  
Prof Ingrid Guerra Lopez



**LEADERSHIP:**  
Mentoring & Coaching for Business Sustainability  
Margo Murray



**TAKE TEN:** Predictions, Trends & Certainties that are Shaping Our Future  
Steve Miranda

## Call For Papers

- Latest date for submission of paper abstract : 1 September 2014
- Acceptance Notification : 8 October 2014
- Full paper submission for selected paper : 31 December 2014
- Submission of hand outs & Presentation slides : 30 June 2015

## Abstract Submission:

Potential speakers and presenters are invited to submit the following to the Technical & Research Committee of IFTDO 2015 the following:

- An abstract of the paper not exceeding 500 words which includes title of the paper and clearly indicating the corresponding theme and sub-theme. You may choose maximum up to two sub-themes but are not limited to the sub-theme suggested titles listed above.
- Speaker profile which includes a headshot photograph, previous speaking engagement at conferences (E.g. ASTD, CIPD, ISPI, SHRM) and list of published works if any.
- Acceptance of speaker/presenter release terms and conditions.

Please send all emails to [techresearch@iftdo2015.com](mailto:techresearch@iftdo2015.com). Please refer to [www.iftdo2015.com](http://www.iftdo2015.com) for details on Call for Papers.

## President's Message



Thank you for electing me to serve you as President. I am truly honoured and appreciative of your trust and confidence in me.

As I begin my term as President, I am mindful that the strength of IFTDO is determined by the level of involvement and commitment of its esteemed members, which is you.

We organise our annual Conference, as a platform for us to share our thoughts and ideas, get updates on new developments, build our networks, and expand our business. The recent IFTDO 2014 conference in Dubai was very successful indeed. I know that a lot of work and effort were put

in to make the Conference a success.

With 43 conferences behind us, IFTDO 2015 is envisaged to leap-frog to greater heights and create more value to the delegates, exhibitors, and sponsors. To ensure we meet this aspiration, the organising committee is working tirelessly to put together a memorable Conference and Exhibition for all IFTDO members and other HRD practitioners and business leaders.

Therefore, I would like to invite you to join us at IFTDO 2015, Kuala Lumpur, scheduled on 24-27 August, 2015. Do visit the website [www.iftdo2015.com](http://www.iftdo2015.com) for updates of your Conference and Exhibition

Looking forward to see you @ IFTDO 2015, Kuala Lumpur!

Alias Masod

## Secretary General's Report on Activities



43<sup>rd</sup> IFTDO World Conference hosted Dubai by Dubai Police Academy on March 9-12, 2014 was a great success with the participation of over 600 delegates and 32 speakers from all over the world. IFTDO Global HRD Awards 2014 were handed over to the Awardees at the Opening session of the Conference. A write-up with pictures on the

Conference and Awards appears later in this Newsletter. The meeting of the Board and its Committees and the Annual General Meeting of IFTDO were held during the Conference.

An IFTDO Regional Conference was organized on June 17-18, 2014 at Bahrain on the theme 'Effective Human capital Development-Strategies for Sustainable Growth', by IFTDO Full Member- Bahrain Society of the Private Training Institutes. Another IFTDO Regional Conference will be

organized at Bahrain on November 10-11, 2014 by IFTDO Associate Member- Origin Consulting Group in cooperation with IFTDO Full Member Bahrain Society for Training and Development.

The 44<sup>th</sup> IFTDO World Conference will be organized by our Full Member Malaysian Association of Learning and Development at Kuala Lumpur on August 24-27, 2015. The announcement appears in this Newsletter.

The main strength of IFTDO lies in its world-wide membership. The members are invited not only to participate in IFTDO activities but also promote these. I would also request the members to send brief write-ups on their major events/ activities for publishing in the Newsletter/uploading on the web site. Also, members should make use of one-page provided free of cost on our web site [www.iftdo.net](http://www.iftdo.net) to promote their activities.

**Dr. Uddesh Kohli**

*Secretary General*

## From the News Editor



It is now a year since I took on the role of the News Editor. It has been a fascinating year. Little did I know when I accepted the position that within 9 months I would be introduced to the Crown Prince of Dubai at the IFTDO World Conference! I am indebted to my new colleagues on the IFTDO Board for making me feel welcome and doing their level best to help me learn about and feel part of IFTDO.

I want to highlight two issues in this editorial – and to which I will return in subsequent editions of IFTDO News.

Firstly, I am pleased to be able to report excellent progress towards a revitalised IFTDO web site. Discussions with the designer have been constructive, always with the best interests of IFTDO and its members in mind, and taking on board the clear messages from last year's membership survey. I am hopeful that by the time of the next newsletter (Oct/Nov) the re-launch will have taken place and we are beginning to get feedback on its impact and perceived value. The re-launch, however, raises some interesting questions which go to the heart of how IFTDO engages with its membership. Some might argue that in the age of web 2.0 technology a traditional, printed newsletter is anachronistic. Certainly as Editor I would not want to be party to a scenario whereby the newsletter simply replicated material already posted on the web two months earlier. But, this said, would it be appropriate simply to ignore the sorts of topics and articles which feature prominently in this issue – the conference, the global awards, the research reports, the member news?

I do not have a neat answer. I foresee interesting times ahead and look forward to the challenge of developing a fit for purpose IFTDO communications strategy for 2015 and beyond.

The second issue is a heartfelt interest of mine over many years. It relates to young people and their education, training and development. For large numbers throughout the world, sadly, it is largely non-existent; poor or no basic education followed by the prospect of unemployment or underemployment. Under-utilisation of young people's skills and capabilities adds insult to injury. I do not underestimate the complexity of the problem. It demands to be considered in the context of the world wide supply of and demand for skills. Nor is it unique to developing countries. The International Labour Organisation warns of a "scarred generation of young workers facing a dangerous mix of high unemployment, increased inactivity and precarious work in developed countries, as well as persistently high working poverty in the developing world." I acknowledge that for many of IFTDO's members such an issue will be high on their agenda; indeed this issue carries articles which are testimony to this. But I should like to raise its profile and to this end propose a special section in the next IFTDO News. This will include reference to the United Nations 'Partnerships for more and better jobs for young people' and the ILOs programme on youth employment but, critically, it would benefit from a clearer perspective on the role IFTDO is playing and can play in the future. To this end I invite contributions from the wider membership. And, thinking about the first issue I raise above, maybe this is a small step towards a distinctive role for IFTDO News vis a vis the web site. Let's give it a go!

Dr Rick Holden

# 43rd IFTDO World Conference and IFTDO Global Awards

## 43rd IFTDO World Conference; 9 – 12 March; Dubai

The 43 IFTD World Conference and Exhibition was hosted by the Dubai Police Academy over three days, 9 – 12 March. Carol Panza, Chair of IFTDO, IFTDO Board members and IFTDO Global Award Winners were introduced to Sheikh Hamdan Bin Mohammed Al Maktoum, Crown Prince of Dubai, and Major General Dr. Mohammed Bin Fahad, President of IFTDO and Assistant Commander Academic Affairs and Training, Dubai Police Academy, at a spectacular opening ceremony held in the Police Academy Grounds.

The conference theme was: Leadership Impact on Human Resource Development and the main proceedings of the conference took place at the Dubai World Trade Centre. This article provides a glimpse of some of the presentations and papers delivered at the conference. These will be available for IFTDO members on the new web site once launched in August/September



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## Leadership Matters

### Leadership Sustainability

Professor David Ulrich, Ross School of Business University of Michigan, provided the opening keynote. Addressing the challenges of effective leadership Prof Ulrich identified three fundamental questions (or 'dimensions of leadership'): (Figure 1)

In relation to the first question Prof Ulrich identified a spectrum of beneficiaries of quality leadership within an organisation ranging from an organisations' line management to customers and investors. As regards the 'What' question Ulrich argued the need to "articulate the leadership brand". Here he identified the value of a leadership brand, "an organization

Dimension of leadership	Question	Challenge
<b>Why</b>	Why should I work to improve my personal leadership and to build leadership in my organization?	Build the business case for leadership
<b>What</b>	What do I have to do to be a better leader or to build better leadership in my organization?	Articulate the leadership brand, with both code and differentiators
<b>How</b>	How do I ensure that what I turn what I know I should do into what I do?	Know and accomplish the 7 factors for leadership sustainability

Figure 1: The Dimensions of Leadership

capability that increases confidence in future results with external stakeholder" together with the need for leaders to address four key roles: strategist, executor; human capital developer and talent manager (Figure 2).



Fig2: The key roles of sustainable leadership

In addressing the third question 'How' Prof Ulrich focused upon seven factors which he called 'Sustainability' factors

- **Simplicity:** Focus on a few key behaviours that have high impact.
- **Time:** Put into calendar the desired behaviours that show up in how they spend their time.
- **Accountability:** Are personally and publicly accountable for making change happen.
- **Resources:** Support their desired changes with coaching and infrastructure.
- **Tracking:** Measure their behaviour and results in specific ways.
- **Meliorate:** Constantly improve by learning from mistakes and failures and demonstrate resilience.
- **Emotion:** Have a personal passion and emotion for the changes they need to make.

In conclusion Prof. Ulrich returned to his three questions, summarising the key challenges and the broad pathways that offered organisations the prospect of consistent and sustainable leadership.

### The true recipe of an authentic leader

In some contrast to Prof Ulrich's organisational focus Dr Ebrahim Al Dossary (Key Note Day 3) gave the audience a fascinating insight into the leadership



of His Highness Sheikh Mohammed bin Rashid Al Maktoum, Prime Minister of the United Arab Emirates and Ruler of Dubai (pictured). Dr Al Dossary provided a strong testimony to the resilience of the 'great man' theories of leadership. The strategic leadership

strategies and the personal qualities of the Sheikh were discussed in the context of the economic development of Dubai and the wider UAE. For example, the Sheik was instrumental in drawing up the UAE Vision 2021. A key feature of this vision is for the UAE to rank amongst the top ten countries on the global human development index (currently 41<sup>st</sup>). Dr Al Dossary positioned the Sheikh's perspective on HRD as broad based and inclusive; it was no less than a commitment to the development of a nation's citizens. Dr Al Dossary argued powerfully that in Sheik Mohammed, Dubai and the UAE were fortunate in having a leadership capable of transforming the country, through human resource development, into a respected international centre.

## HRD Issues and Questions

### The influence of HR/HRD

In a panel discussion following David Ulrich's key note Prof. Ulrich was joined by Prof. Raymond Saner, Basle University, and Dr R. Palan, Chairman and Chief Executive Officer of SMR Technologies in Kuala Lumpur. The theme here was the influence of HR within the organisation. There were interesting differences in terms of where the three contributors considered the key influences to be positioned. For example, for Prof Ulrich it was HR's ability to influence the development of talent within the organisation and contribute to a shared mindset or culture, whereas for Dr Palan it was the fundamental importance of sound competence frameworks to ensure a match between person and job. The plenary generated an interesting debate as to the challenges facing HR in organisations following the HRD 'high road' (characterised by growth, opportunities for skill enhancement) in comparison to those organisations pursuing competitive advantage through a low cost business model with fewer opportunities for skill development and personal growth.



## Generational Myths

In a fascinating panel discussion featuring 10 HR / HRD practitioners from the UAE, Kingdom of Saudi Arabia, Oman, Kuwait and Qatar (pictured) the generational perspective on HRD was the focus of discussion. Interestingly, whilst there were differences in perspective on effective HR/HRD and how



best to manage this most effectively, the discussion rather cast doubt on whether these fell neatly into Gen Y and Gen X lines. Certainly there was little evidence to suggest some sort of Gen Y approach to HR/HRD which differed substantively from more traditional approaches. Much more important across both generations was the recognition that the challenges facing HR/HRD were situational; the appropriate solution had to be drawn from an understanding of the context and particular needs present in any one organisation or sector.

### Coaching: towards robust research on effectiveness

Kate Cooper, Institute of Leadership and Management, UK, noted that coaching had become a multimillion business operating on a powerful discourse that 'it does work'. However, she pointed out, there is little empirical research into coaching, its effectiveness and value. Part of the problem she argued is a lack of a common understanding of just what coaching is. She reported on ILM research which was attempting to address such problems. Findings suggested three key points:

- coaching was being used to describe a wide range of interventions
- success in coaching was described in terms of change and transformation
- what linked the successes was the relational nature of the interventions

Cooper argued the need for a "robust diagnostic". She argued that ILM research indicated that this should be based on a key (unifying) principle: "good" coaching was the notion of 'safe challenge' giving us the means to evaluate 'best' coaching practice".

### Employee Engagement in the GCC

David Jones, The Talent Enterprise, addressed the distinct triggers for employee engagement in the GCC. He noted that 85m new jobs were projected to be created in the Arab world. However, specifically within the GCC only 7 million jobs had been created over the past decade and only 2

million for GCC nationals. Jones contrasted engagement triggers of GCC national vis expatriates. Whilst differences were often subtle they tended to reflect the fact that in the GCC, close to 80% of nationals work in the public sector. In this context Jones reported on Talent Enterprise research which indicated that 63% of 'national' employees in the GCC preferred to work for an organisation that contributes to the overall good of the country. In contrast only 37% indicated a preference for an organisation that provided opportunities to learn and develop. Gaining a career enhancing experience (71%) was regarded as considerably more important than an attractive overall compensation package (29%). Delegates wishing more information on the topic of the presentation were referred to:

Jones, D. and Punshi, R. 'Unlocking The Paradox of Plenty' available online at [www.booksarabia.com](http://www.booksarabia.com)

### Critical Trends in Training and Development

Wei Wang, IFTDO Board member and Director of International Relations at the ASTD reported on the findings of the most recent ASTD State of the Industry Report. Wei Wang highlighted that in the context of a constantly changing economic environment, organizations remain committed to invest in organizational learning and development. Organizations continue to utilize internal and external resources to meet training needs. The impact of technology was important but not revolutionary. Wei Wang reported that organizations continue to rely heavily on instructor-led training. However, the traditional classroom model is becoming less popular. Importantly the research addressed the changing roles of learning professionals. Here Wei Wan indicated that today's L&D professionals faced higher expectations including becoming business partners, demonstrating the value and impact of learning, understanding technology and using it well; being facilitators of learning rather than just deliverers of training, fostering a culture of connectivity and designing and presenting learning as a process instead of an event.

Wei Wang referred delegates to the newly revised ASTD Competency Model which redefines the skills and knowledge required for trainers to be successful now and in the future. It captures changes driven by digital, mobile, and social technology; demographic shifts; globalization; and economic forces. See [www.astd.org/model](http://www.astd.org/model) for more details.

### Conference Feedback

IFTDO has received feedback on the conference (sourced through Waggl). This indicates an overwhelming positive response. Some difficulties with the administration of the rooming arrangements for the parallel sessions were noted but the following two replies were endorsed by most respondents completing the evaluation:

- It was a great conference and I appreciated meeting like minded people and learned a great deal about learning and development"



- The conference was especially valuable and most important in terms of networking and re-establishing links with past conference attendees. As a speaker it also provided a valuable opportunity to test out and share my latest thinking and exchange information with the conference delegates and fellow speakers. It was also an opportunity to gain insight into HRD practices in other parts of the world.

Board members of IFTDO (pictured above at the Opening Ceremony), extend their thanks to the Dubai Police Academy for hosting the Conference and exhibition and with special mention to Nasser Kazim, Director of International Centre for Security & Safety at the Police Academy and his team for the management and organization of the conference.

### IFTDO GLOBAL AWARDS

The IFTDO Global Awards are designed to recognise and celebrate HRD practice and research that have made a real difference. They are administered by IFTDO's Scientific Committee and are awarded annually. For 2014 winners were invited to the IFTDO World Conference in Dubai, where they were presented with their award by the Crown Prince of Dubai Sheikh Hamdan Bin Mohammed Al Maktoum

#### Improved Quality of Life Award...and Overall Winner

IndianOil's quest for improving the quality of life through a range of corporate social responsibility (CSR) projects made this an outstanding entry and worthy winner of the overall IFTDO Global Award for 2014. The IndianOil Corporation (IOC) is India's flagship national oil company and leading Indian Corporate in the Fortune 'Global 500' listing. It owns and operates 10 of the 22 refineries in India and has a workforce of over 34,000. The submission focused on the company's education and training initiatives in the communities in the vicinity of its installations.

The range of IOC's initiatives include clean drinking water, health and medical care and expansion of education. Featured in the submission is 'IndianOil's Sachal Swasthya Seva (ISSS)', which means 'IndianOil Mobile Health Service'.



Over 50 mobile medical units, stationed at IndianOil's Kisan Seva Kendras (KSKs, small format rural petrol pumps), travel to the nearby villages to provide primary healthcare to the poor and needy population. Villages where these services are provided have been short listed through a Baseline Survey, indicating which primary healthcare facilities are either inadequate or non-existent. Each MMU visits the same village once every week and IndianOil reckon that the MMUs will touch lives of about 1.5 million patients every year. According to IndianOil "This is the first time in India (perhaps in the world) that a rural gas station delivers healthcare-related services & medicines free of cost to poor and underprivileged rural Indians at their doorstep" IndianOil has implemented this project in collaboration with The Wockhardt Foundation, a non-profit organization based in India engaged in human welfare and social service activities. More than 2.6 million patients have benefited from this project, with an investment of 1.25m US dollars.

In addition, the submission to IFTDO also highlighted the IndianOil Education Scholarship Scheme. With an investment of over 2.4m US dollars, IndianOil

awards over 2500 scholarships on a merit-cum-means basis to students pursuing full-time courses in 10+ IITs, Engineering, Medical and Business Administration, to nurture and support talent among the deserving students belonging to families with very low annual incomes. To date, nearly 11,000 students from poor families across India have benefited from this programme.



The Award was received by Biswajit Roy and Shailesh Tiwari on behalf of IndianOil.

#### Best HRD Practice Award

A leadership initiative to help drive operational excellence within FESTO, the worldwide leader in automation and associated industrial training and development secured the Best HRD practice award. The initiative was developed in collaboration with Change International Ltd., a professional consultancy which provides their clients with state-of-the-art integrated solutions in the field of Human Resource and Organisational Development

The FESTO Group has companies in over 60 countries and a total workforce exceeding 16000 employees. The over arching aim of the initiative was to develop a leadership concept capable of improving the leadership culture, developing and driving new competencies needed to work in a changing environment, and increasing 'employability' of leaders for other business units and tasks. The FLI is based on 16 core competencies which refer to aspects of performance such as social competency, leadership and management. Five different programs have been developed, each with a different delegate target group and focus. The special feature of the competence-based approach to global leadership

development is the integration of the different management levels. The delegates for the programs are not nominated based on their hierarchical role within the company, but based on the nature of their leadership role (e.g. managers in the production unit; managers who lead managers). Each program exists of 2 modules, the second module to be completed exactly a year after the first module. Also for the second module, the groups and the trainers remain the same. This leads to a very high trust level, which is highly appreciated by both delegates and trainers. Each program entails a 360° leadership feedback in the first and second module (provided by Change International Ltd.), measuring a change in leadership behaviour after a year.



The initiative has been rolled out into 14 countries (Germany, Bulgaria, Hungary, France, Brazil, Columbia, Korea, China, Australia, USA, South Africa, Thailand, Malaysia, and Singapore) and often in the local language. Return on investment evaluation indicates a clear and visible change in leadership culture and which has translated into measurable change in leadership behaviours. In turn this has had a positive impact on human resource development more widely within Festo and with clear business performance benefits. Furthermore, it has had a significant impact on retention and 'employability' of key leaders. Importantly the initiative was

..... Contd. on page 13



## A COMPARATIVE STUDY OF HRD PROFESSIONAL PRACTICES: JOINT IFTDO AND UNIVERSITY FORUM FOR HRD RESEARCH PROJECT



Instigated by IFTDO's Scientific Committee and in collaboration with the University Forum for HRD a fascinating project has commenced to explore HRD professional practice worldwide. Following a competitive



bidding exercise the project was awarded to a research team at Coventry University led by Professor Jim Stewart. The team will undertake a literature review as well as a questionnaire survey and focus groups in three countries across three continents. IFTDO members will be asked to help with the data collection stages of the project. Progress has been made with designing the approach and steps to search, identify and access key literature. The starting point of the empirical work is to identify three appropriate countries and for that the team has adopted the Delphi method, explained below.

The Delphi method originated in forecasting and future studies. Its aim is to utilise the expertise of experts in the subject under study, especially when experts are geographically distant. The process involves posing one or a series of questions to members of the expert panel and then sharing individual responses. After sharing, experts reflect on the views of others and then respond again. Consensus can be an aim and/or an outcome but is not an essential requirement of the method. One essential component is a declared limit on the number of iterations in order to make the process manageable. The UFHRD, IFTDO and the research team are keen to apply the principle of learning from experts around the world and so are using this Delphi type study to gain the expertise of an international group. Members of the expert panel, drawn from IFTDO, have been identified and have been engaged in the first iteration. The project's Delphi type study will have a maximum of three iterations and has the main aim of helping to select a number of countries for field work. The Delphi study will identify one country in each of the continents of Asia, Africa and Europe. It is not possible to have a representative country in any ideal sense but the team intend to have a country in each continent which is in some ways typical of the continent in relation to HRD practice. In other words, selected countries need to be relevant to answering the research questions and to enable achievement of the research aim. These requirements set the main parameters of country selection.

The literature review is ongoing but will be summarised in the summer to inform the design of a questionnaire. It will also inform design of a protocol for conduct of the focus groups. Immediate next steps are to continue the three iterations of the Delphi study. Panel members will respond to the first iteration by the end of June and the process is planned to be completed by the end of July 2014. At that point, decisions on the three countries will be made.

Ed Note: Thanks to Jim Stewart for his update on the joint project. Jim can be contacted about the project at [jim.stewart@coventry.ac.uk](mailto:jim.stewart@coventry.ac.uk)

## SKILLS DEVELOPMENT IN DEVELOPING COUNTRIES: LEARNING FROM THE MAURITIUS HRDC

IFTDO and its Developing Countries Committee are exploring ways of building on the work of the Mauritius Human Resource Development Council (HRDC) to offer help to members in other developing countries as regards skills development. The context here is hugely challenging. The ILO projects 400 million new entrants into labour markets over the next ten years. As a result, on top of the challenge of improving labour productivity in developing countries to lift the world's 900 million working poor out of poverty, 400 million new jobs will be needed simply to avoid a further increase in global unemployment (ILO, 2012).

It has been argued that Mauritius is the HRD leader for Africa (see IFTDO News, No 1, 2014). This may be presumptuous and risks the dangers of regarding Africa as a homogenous whole. Nonetheless, it is instructive to view the key elements of the HRDC's work in this area as a basis for influence and possible transfer, in appropriate forms, in other countries facing similar issues and problems.

The Mauritian HRDC seeks to promote HRD in line with national economic and social objectives. A key goal is to stimulate a culture of training and lifelong learning at the individual, organizational and national levels for employability and increasing productivity

Three fundamental principles underpin the approach adopted by the HRDC. Firstly, the importance of working with and alongside key stakeholders in the skills system (Figure). Secondly, the importance of a research based policy framework in response to the skills challenges faced by Mauritius. Labour market research informs the national human resource development plans for the country. Specifically the HRDC has drawn on labour shortage surveys at the sector level. Importantly, the HRDC also draw vital evaluation data from both its training provider and employer partners. Thirdly, the framework integrates a set of programmes and initiatives which are designed to progress the policy and make a difference.

### The skills eco-system in Mauritius

Work in concert with the industry and key stakeholders



At the heart of the Mauritian national training framework is the levy grant system. The system has been in operation over the last 25 years. Around Rs2.2 billion (72.5m USD) have been invested in skills development from the National Training Fund sourced by levies and resulting in direct training of some 650,000 employees in the private sector. The levy- grant system has been a catalyst in the way training and HRD have developed over the last 25 years.

Operating through seven sector committees the levy grant system has enabled both direct training provision and assistance to help organisations respond appropriately to skills needs. Over 30 job profiles have been developed with the engagement of the operators/industry associations in the ICT sector in both English and French and which constitutes an important reference document for Mauritius. An important component of the HRDCs training framework (Figure) is the training needs analysis scheme. Here, though, the HRDC highlight a problem; too few organisations use the TNA scheme which is clearly a concern that training may not be based on a rigorous identification of need.

Two substantive programmes facilitated by the HRDC address young people and show clearly how the HRDC is responding to the challenge of youth unemployment and the employability agenda. First the Youth Employment Programme (YEP). The YEP is a placement programme initiated in 2013, whereby more than 4000 young people (aged between 16 and 30) have been placed in private companies. The purpose of the programme is to increase their employability by exposing them to the work environment. Future projects arising out of the YEP are expected to address training in



employability skills. Secondly the HRDC support an Apprenticeship programme that is currently being run by the Mauritius Institute for Training and Development. The HRDC injects over Rs10m per year (333,000 USD) into this programme. To date it has benefited over 75 companies (mainly in engineering and hospitality) and over 670 trainees.

The HRDC has identified a number of challenges for the future, namely a high reliance on skills development to address HRD across economic sectors of the Mauritian economy. The HRDC is actively engaged in addressing the issue of skill utilization in order to make the optimum use of the Mauritian labour force. The HRDC is also focusing on skills development as an important complement to academic qualifications. It is developing a National Skills Development Strategy for Mauritius. The development of this strategy will have as a linchpin a highly consultative core, involving the private sector, the public sector and all the different actors in the skills development ecosystem.

IFTDOs Developing Countries Committee, influenced by the Mauritian HRDC experience in working to develop a national skills strategy, are actively exploring how such issues might be an important focus for the next two IFTDO World Conferences; Kuala Lumpur, 2015 and Nigeria in 2016.

Ed Note: With particular thanks to Raja Auckloo, Director, Human Resource Development Council, Mauritius for helping to source this article.

### SLUM2SCHOOL AFRICA TO BENEFIT FROM IFTDO SCHOLARSHIP

IFTDO Scholarships exist to help beneficiaries in developing countries by enabling them to attend the annual IFTDO conference, learn from the conference contributions and strengthen ties and networks with IFTDO members and beyond. Otto Orinda, founder of Slum2School Africa, operating in Nigeria, received an IFTDO Scholarship to attend the 43rd IFTDO World Conference in Dubai.

The idea for Slum2School emerged from Otto's year of national service in 2011. During this time, and across different states, he encountered first hand different slum children and their lack of educational opportunity. Nigeria has the highest number of out of school children in the world (UNESCO 2013) and also one of the highest population of slum dwellers globally (UN Habitat 2012); a major percentage of Out of School children are found in slums.



Together with a number of other young volunteers he established Slum2School in 2012 with a goal to reduce the total number of out of school children in Nigeria and across Africa. Over 1500 volunteers from 10 countries have actively contributed to the Slum2School projects two of which are illustrated below:

#### COMMUNITY SUPPORT PROGRAMS:

The Community Service team made up of professional volunteers embark on regular visits to rural communities where they train and offer support services in health, legal, family planning, gender issues, entrepreneurial development. Since 2012 12 programs have been undertaken, involving 22 organizations. Slums in Bariga, Ajegunle, Epe, Otumara, Makoko, Ruga and Ggwagwalada have been visited impacting thousands of people.

#### RURAL SCHOOL PROJECT: [The ARK School]

This initiative aims at setting up solar powered low cost schools in poor communities which lack a standard government or private school and to offer free and quality education to Orphans and Vulnerable Children (OVC) in the community who are willing to go to school but lack the financial support and access to school.

In a formal letter of thanks to IFTDO Slum2School pointed to the knowledge gained from the conference and the strengthening of their network which they felt would help improve the efficiency of their operation. Interestingly, they identified that it would "help us build a more effective human resource structure as an organization". Much of the work of Slum2School is achieved through volunteers which brings a particular challenge in terms of HR and HRD. Otto himself points to the value of meeting particular contributors to the conference, including Brendan Noonan (Senior VP for Learning & Development for Emirates Airlines), Dr Abhilasha ( Director of International Affairs, American University in the Emirates) and Dr Uddesh Kohli ( Sec Gen IFTDO ). Otto regards the Scholarship as something which has increased his social capital, particularly valuable in his work at a national level attempting to assist in initiatives to design a road map for educational transformation in Nigeria.

Slum2School: <http://slum2school.wordpress.com/about/>

Ed Note: IFTDO Scholarships are offered annually and are provided by the host of the Annual Conference. In this case thanks are due to the Dubai Police Academy. The opportunity to apply for a scholarship linked to the 44th IFTDO World Conference in Kuala Lumpur (24 – 27 August, 2015) will be available later this year. The main criterion is that beneficiaries must be resident in a developing country as defined by the International Statistical Institute. An application form must be completed indicating the anticipated benefits to the participant and IFTDO more generally. Queries concerning the Scholarship can be addressed to the Chair of the Developing Countries Committee, Tayo Rotimi at [tayo.rotimi@mactayconsulting.com](mailto:tayo.rotimi@mactayconsulting.com)

## WELCOME NEW MEMBERS

#### Full Members (FM):

1. Petroleum Training Centre, Iran (March 2014)
2. Change International Ltd, Germany (April 2014) - Moved from AM to FM
3. Dubai Customs Training and Development Center, UAE (June 2014)

#### Associate Members (AM):

1. Learnactive Management Consultancy, UAE (March 2014)
2. Better Business, Jordan (April 2014)
3. Modern Administration Training Services, Oman (May 2014)
4. Ideas Management Consultants, UAE (June 2014)
5. The Masie Center's Learning Consortium, USA (June 2014)

## CIPD RESEARCH INSIGHT: ECONOMIC PERFORMANCE AND SKILLS

The Research Insight, produced for the CIPD by the Centre on Skills, Knowledge and Organisational Performance (SKOPE), explores the relationship between economic performance and skills. The authors Ewart Keep (Professor of Education, Training and Skills at Oxford) and Ken Mayhew (Fellow and Tutor in Economics at Pembroke College, Oxford) set out the case for an integrated strategy that embraces growth, skills and innovation, employment relations and labour market to build an industrial strategy and ensure sustainable growth.



The authors note recent OECD research evidence suggesting a UK labour market characterised by a distinct 'demand sized weaknesses. The UK has the second highest (after Spain) demand from employers for workers who have not received education and training beyond compulsory. Little surprise then that about 30% of employees feel they are overqualified for the jobs, the second highest after Japan. The authors identify a deep seated tension between two very different models of competitive strategy. Whilst much government rhetoric and indeed policy has followed a high road model of competitive advantage (highly skilled workers deliver sophisticated, high-specification goods and services that are sold on the basis of their quality rather than their price) insufficient attention has been given to prevent and reverse the increasing adoption of a 'low road' model of competitive advantage (wherein a disposable workforce produces relatively standardised goods and services that are primarily sold on the basis of low price). A serious mismatch between the supply of and demand for skilled labour is the legacy of such policy failings. The authors conclude the most glaring absence at the heart of policy "is a coherent strategy that embraces growth, skills, innovation, employment relations and the labour market – that is, the demand side of the skills equation."

On the basis of the research the CIPD recommends the establishment of a Workplace Commission with the objective of:

- researching the nature of jobs and the evolving demand in skills for the future, to help shape a more integrated approach to policy and other interventions to encourage job and skills growth paths
- understanding the issues and drivers of workplace productivity, including the quality of

Leadership and management, to encourage more systematic approaches to improving return on human capital improving the quality of employment regulation and link it more securely to a 'good practice' agenda.

Although the context of this research report is the UK they are not alone in struggling to reconcile the dual problems of skill supply and demand for skills. Globally the prevailing paradigm is one of 'people are our most important asset, the workforce and their skills are the prime source of competitive advantage'. However the reality is that in most countries, in some sectors, competitive advantage is successfully achieved through low cost business models where skills are of limited importance and investing in them is seen as less important. The issue is not simply about increasing the supply of skills; the solution the solution to the challenges lies just as much with improving skills utilisation and demand for higher level skills."

The full report can be downloaded here: <http://www.cipd.co.uk/hr-resources/research/industrial-strategy-skills-policy.aspx> It is not subject to CIPD membership

## HR IN THE GULF COUNTRIES: RESEARCH REPORT

Excellent Human Resources departments in GCC organisations can boost profitability and organisational effectiveness by 12%. This is one of the

headline findings of research recently published addressing HR in the GCC countries. The report, 'HRM in the GCC: A New World HR for the New World Economy', is based on an extensive research project into HR (and which in this report includes HRD) in GCC countries. It identifies significant opportunities for HR and HR practitioners but also highlights gaps between current effectiveness and the needs of organizations.

The research was led by Professor William Scott-Jackson from Oxford Strategic Consulting in conjunction with the Arabian Society for Human Resource Management (ASHRM) and colleagues from the University of Oxford, King Saud University, Qatar University, Sultan Qaboos University, Bahrain Polytechnic and Bahrain Institute of Banking and Finance and the top universities in each of the other GCC countries. A mixed methodological approach was adopted for this research study combining qualitative depth interviews with an extensive quantitative research survey involving over 1000 business professionals in both HR and non HR roles across organisation in the six GCC nations.

### HR Effectiveness

Respondents (both business leaders and HR leaders) in the research were asked "If every member of your HR team was of world class standard how much extra do you think it would add to your organisation's profit / effectiveness?" Results suggested those working in HR were a little more optimistic than their business leader counterparts (12% vis 10%). In the body of the research more insight is generated to underpin and explain such views. The research identifies a 'disconnect' between HR activities that HR consider important and the views of business leaders. Similarly, it identifies a

## Extra profitability/effectiveness of world class HR



*If every member of the HR team was of world class standard how much extra do you think it would add to your organization's profit/effectiveness?*

HR Leaders	12%	↑
Non HR Leaders	10%	↑

- A 12% increase in GCC company profitability would equal an extra \$14Bn pa to GCC GDP

disconnect between what HR thinks it is good at and what business leaders feel it is good at. In terms of organisational priorities, for example, this disconnect is evident as regards strategic focus, performance management and training and development; the first two being perceived as more important by business leaders than by HR and vice versa as regards the latter. Furthermore, the research suggests that HR, in some GCC companies, has yet to shake off a legacy of being a purely administrative function. It is important to note that the degree of difference between the two groups was often relatively slight and also at times raised rather ambiguous outcomes. For example, HR leaders ranked facilitating organisational change as their number one priority yet this was some way down the agenda in the views of business leaders.

### Enhancing HR Effectiveness

The research sought to identify the areas where improvement in HR capability might have most impact and how this might be achieved. It is interesting to note that in terms of a capability for facilitating change both HR and business leaders identified this as a priority area for development. This was also the case for enhancing employee engagement / commitment to the organisation.



In relation to improving the contribution of HR the report found that HR professionals in the GCC often lack experience, have not received specific HR training and do not benefit from membership of any professional body. It also appears that nearly half of the HR leaders surveyed had three years or less HR experience. However a tension is also revealed, and one that has parallels with research elsewhere (Scott-Jackson and Michie, 2013) in relation to what sort of a profile may best equip HR professionals for senior roles. Case study respondents highlighted a possible gap between the technical delivery of a HR service, where specialist training can be critical, and the more strategic roles where business acumen and wide experience may be more relevant. The report concludes that such issues must be addressed to realise the recognised benefits of effective HR. Bodies such as the Arabian Society of HRM (ASHRM) are identified as providing the opportunity to play a key role in improving the professionalism of HR in GCC organisations. Interestingly, the report also speculates whether “there may also be an opportunity to provide differentiated professional development for individuals appointed to senior HR roles from other professional disciplines”.

Whilst the report notes that some of its findings mirror those from elsewhere (e.g. CIPD, 2013), it does discuss the appropriateness of global (western) HR best practice in the context of the needs of GCC organisations. An example illustrates the issue:

A GCC organization may value loyalty and engagement very highly, in the belief that an engaged and loyal employee with a good understanding of the organization’s overall vision and objectives will be able to contribute in a flexible way, irrespective of unforeseen events and influences. A rigorous appraisal system including tightly defined responsibilities and clear annual performance objectives may not be relevant or effective. HRM in the GCC, 2014, p28

Such issues, the report argues, suggest both professional bodies and employers need to critically assess HR models in terms of their contextual ‘fit’.

The report provides valuable insight into the potential of HR and HRD to impact strategically within Gulf organisations, together with a set of recommendations to enhance and develop this organisational positioning. The report includes two useful appendices; one summarising the state of HR in the Kingdom of Bahrain and the other the state of HR development in Saudi Arabia.

To download this report, visit Oxford Strategic Consulting’s website at <http://www.oxfordstrategicconsulting.com/bespoke-research/cipd> (2013) HR Outlook 2012-2013 CIPD

Scott-Jackson, W.B. & Michie, J. (2013). Universal HRM and The Gulf Leadership Style: The Perils of Best Practice; in Grace Khoury, Maria Khoury (eds), *Cases on Management and Organizational Behavior in an Arab Context (Forthcoming 2013)* IGI Global: <http://www.igi-global.com/requests/details.asp?ID=409>

## THE EMPLOYMENT AND RETENTION OF GENERATION Y: ISSUES AND QUESTIONS

The vast majority of Generation Y employees plan to stay less than five years with one employer. More than a third (37%) plan to stay no more than two years. Almost 40% start a new role already planning their next career move and they are rarely dissuaded by promotion prospects which take third place to work/life balance and organisational culture. These are the findings of research undertaken by London Business School and presented at the recent LBS Global Leadership Summit suggesting that employers will have to try harder to retain Generation Y talent. The study suggests that employers hoping that talented young workers will stay for the promotion prospects will be disappointed as this motivation to remain takes third place behind work/life balance and organisational culture.

Executive education experts at LBS said the findings provide evidence that employers from the baby boomer generation and Generation X have failed to offer benefits that appeal to the high-potential Gen Y employee. Survey

results also showed that Gen Y’s goals are quite different from previous generations with only 12 per cent of emerging leaders aspiring to emulate chief executives who focus on how the business is trading. Instead, the development and promotion of innovation is a bigger priority for younger talent, with 34 per cent of those intent on becoming a company leader preferring to take a more entrepreneurial approach to management. An even higher percentage (39 per cent) said they want to be a leader whose aim is to make the company and the world a better place.

London Business School’s Director of Learning Solutions, Adam Kingl, suggests a possible response: “One response is to revise the employer value proposition in favour of a quicker return to the employee. This might include: assigning a senior mentor to offer executive perspective unusually early, assigning Gen Y’s to quick win 12-18 month team projects and an acknowledgement that while we may not work together for many years in one go, we may reunite when the Gen Y is a seasoned manager, reaping the benefits of growth without all the costs of nurturing it.”

LBS also speculate if portfolio careers could be the answer. With a later retirement age and longer working life, portfolio careers encompassing roles with ultimate accountability and roles demanding different leadership skills, those of the counsellor, coach or deputy, could be Gen Y’s best chance of securing the variety of experience and work/life balance that is so important to them.

A question must be asked of the LBS research in the sense of exactly how much of this is ‘new’ and the extent to which it represents some genuine generational shift. A problem here is the lack of comparable research going back through the generations. However, concerns about retention of graduate recruits have been evident for over 20 years (see, for example Graham and McKenzie, 1995). Indeed in a related study LBS and the University of Southern California and the London Business School, PwC dispel a number of the myths surrounding this generational issue.

The PwC research set out to survey tens of thousands of employees of PwC firms from around the world—in 18 territories, throughout every one of the PwC’s lines of business. The focus was what the report refers to as the Millennials (the generation born between 1980 and 1995). At PwC, Millennials represent a majority of employees; two out of three of PwC’s staff are in their 20s and early 30s. The study concludes that the Millennial generation of workers share many similarities with older generations in the workplace. For example, Millennials are often perceived as being less committed to their work. In fact, the NextGen study revealed that PwC’s Millennials and non-Millennials are virtually equally committed to the workplace. Although Millennials have a natural aptitude for electronic forms of communication, email and social media platforms are not always their communication vehicles of choice, especially when it comes to discussions with their managers about their careers.

The report did find some notable differences. For example, Millennials have greater expectations around support and appreciation from their organisations than their Non-Millennial counterparts. They want to provide input on their work assignments and want and need the support of their supervisors. However the reports recommendations are less focused at the specific group of millennials but more on the similarities emerging from a majority of respondents. This leads the report to highlight the need for a flexible work culture, possibly with the option of working fewer hours. It also advocates accelerating the integration of technology into the workplace, enabling workers to harness technology in ways that give them more flexibility, and increasing transparency around compensation, rewards and career decisions.

For more details of the LBS Global Leadership Summit visit: (<http://gls.london.edu/>)

The full PwC report can be downloaded here: <http://www.pwc.com/gx/en/hr-management-services/publications/nextgen-study.jhtml>

Graham, C. and McKenzie, A. (1995) Delivering the promise: developing new graduates, Education & Training, Vol 37, Issue 2

## QUALIFICATION UTILISATION



In the context, globally, of increasing attention being paid to skills development, and the demand and supply of skills and skill utilisation, some interesting research has recently been published by the National Centre for Vocational Education and Research in Australia. Australia's vocational education and training (VET) system is focused on providing students with the skills needed for work in various occupations and trades. The system is closely connected to industry, with VET training packages developed by industry skills councils. Because of this, it might be expected that the training will lead to jobs in specific areas. The research looks at whether graduates of VET qualifications end up in the intended occupation of their qualification or whether they end up employed elsewhere. And if they are employed elsewhere, is their training still useful to their current job? Data from a Student Outcomes Survey are used to correlate the intended occupation of training with the destination occupation of graduates. Furthermore, other factors are added to the analysis to determine their influence on the relationship between intended and destination occupations. These are qualification level, labour force status before training, age, the completion of a module only, and industry area.

The technicians and trades group has the highest match between intended and destination occupation, while managers have the lowest. Within the generic grouping 'Trades' construction workers have a match of 85.7% at the sub-major level, and engineering, ICT and science technicians have the lowest, at 22.1%. Other occupational groups with high matches are health professionals (68.9%) whilst arts and media professionals have the lowest match of all of the occupations, at only 5.7%.

In addition to occupational matching, the research looks at changes in skill levels to determine whether graduates still end up employed at the same or a higher skill level after training, even if they are not employed in their intended occupation. It finds that the managers' occupation group has the most graduates employed at a lower skill level after training (64.2%), followed by professionals (50.4%). All of the other occupation groups have fewer than 25% of their graduates employed at a lower skill level. The research also explored whether higher-level qualifications result in stronger occupational matches than lower-level qualifications. Here, the results for diploma and above graduates are the most concerning, with only 53.2% of graduates either employed in their intended occupation or employed at the same or a higher skill level.

Whilst areas of underutilisation and mismatch, therefore, are evident, most notably in the management occupational areas taken as whole the NCVER conclude the outcomes suggest a broadly positive picture. "Overall, even if VET graduates do not end up in the intended occupation of their training, their qualifications still result in positive outcomes. Most of these graduates find their training to be relevant to their current job and some also end up employed at a higher skill level than their intended occupation."

Wibrow, B. (2014) Qualification utilisation: occupational outcomes – overview; National Centre for Vocational Education Research

The NCVER have also published a review of research on the issue of non completion of apprenticeships. Approximately half of all 'trade' apprenticeship contracts in the Australian VET system are not completed. This literature review draws together existing research and data to find out why apprentices do not complete their training. The report finds that the most common reasons for not completing are employment-related. These include interpersonal difficulties with employers or colleagues, being made redundant, not liking the work or changing a career. The influence of the employer cannot be overstated. Employers with the highest completion rates are generally larger, experienced employers with well-organised systems for managing apprentices, while employers with lower completion rates tend to be smaller, and have less experience. The report includes useful ideas for future policy development including more rigorous recruitment practices, the provision of greater support for smaller, less experienced employers and greater mentoring support for apprentices, particularly in the early stages of their apprenticeship.

Further information on both these research reports and the other research of the NCVER can be found at [www.ncver.edu.au/](http://www.ncver.edu.au/)

## L&D FUNCTIONS BECOMING MORE PROFESSIONAL ?

The CIPD have published its sixteenth annual Learning & Development (L&D) survey. The survey is targeted at members in HR/learning and development in senior organisational roles. Findings are based on over 1080 responses.



A main conclusion drawn by the CIPD is that L&D functions are increasingly professionalizing their approach. The two main evidence sources are firstly a significant shift towards greater integration with the business and more awareness and recognition of the importance of evaluating business impact. Data suggests Organisations are using more methods to assess the impact of L&D activity compared with last year. The proportion using general HR metrics (e.g. turnover, absenteeism) has increased from 51% to 61% whilst those using business metrics (e.g. profitability, revenue) has shown a bigger increase from 38 to 54. Use of the Kirkpatrick model has also increased. However the CIPD also note that a quarter report that they rarely use the evaluation data they collect – in contrast, nearly half use it to forecast future training needs and plan accordingly and a similar proportion to review the L&D evaluation at the end of each training cycle and update it according to the research findings. Importantly whilst the CIPD report a recognition and acknowledgement that business acumen will be a key capability in the transition to become more aligned with business strategy a question remains over whether intentions to increase business knowledge are really translating into action. "L&D departments still come under fire for being too removed from business realities and many are only just making the transition towards greater alignment." The CIPD conclude that commercial acumen and influencing skills are more important to practitioners than traditional design and delivery expertise.

Elsewhere key findings of the report include trends in L&D and funding issues:

**Leadership Training:** Most organisations have leadership development activities for line managers – the most common focus of activities for line managers in the next 12 months is producing a common standard of behaviour/changing organisational culture.

**Coaching:** A continuing upward trend is reported as regards the use of coaching and mentoring. Three quarters of organisations currently offer coaching or mentoring and an additional 12% plan to offer it in the next year.

**E-Learning:** The findings as regards e-learning raise some interesting questions. In past surveys the CIPD have reported a rapid growth in e-learning but a remaining scepticism on behalf of L&D professionals as to its effectiveness. Findings this time indicate the proportion of total training time delivered by e-learning has reduced. Furthermore, less than 1% report it accounts for more than half of total training time. The CIPD ask if it is time to abandon poor e-learning.

Our findings are also suggesting that e-learning may now have reached its peak. Yet this contradicts the prevalence of information promoting the value of technology enabled learning. Perhaps the truth is that L&D professionals are simply starting to realise that badly designed e-learning has no place in their organisation.

**Funding:** There is little evidence to suggest restricted budgets are finally being relaxed, particularly as the UK public sector. Data suggests the public sector face their fifth year of budget cuts – organisations here are more than twice as likely as their private sector counterparts to report their funding circumstances are worse now than they have been over the past 12 months. Yet even private sector respondents are more likely to report that their situation is worse now (26%) than that it is better (19%).

The full survey is available at <http://www.cipd.co.uk/hr-resources/survey-reports/learning-development-2014.aspx> Readers will need to register to download the report but this is at no charge.

## MEMBERSHIP NEWS AND ACTIVITIES

### ASTD 2014 INTERNATIONAL CONFERENCE & EXPOSITION

The Association for Talent Development (ATD), formerly ASTD, (and see also below) held the ASTD 2014 International Conference & Exposition in early May in Washington, D.C. This premier event brought the training and development industry to life covering each aspect of the industry with nine conference tracks for every level of profession. This year, over 10,000 eager learning professionals attended the conference to hear from world-renowned speakers, attend top-rated educational sessions, network with like-minded peers from around the world, and share best practices. There were 2,000 international attendees who came from more than 85 countries and more than 60 international delegations.

There were at least 300 educational sessions conducted from learning leaders in our field. The attendees also had the opportunity to participate in industry-leading professional development workshops to develop the skills they need to stay competitive. In addition, they had the opportunity to hear from leading keynote speakers including Arianna Huffington, General Stan McChrystal, and Kevin Carroll.

The conference also had speakers from all over the world covering topics that aligned with our Communities of Practice. These speakers came from 22 different countries, making this one of the largest global events in the field. The Global HRD Community of Practice welcomed international speakers to share regional best practices, and cover topics such as global talent development, multicultural learning, and working across borders. ASTD 2014 provides tremendous learning opportunities through tools and resources to help move learning professionals and their organizations forward.

ATD will continue to engage with talent development professionals from around the world in 2015 as well. The ATD 2015 International Conference & Exposition will be from May 17–20 in Orlando, FL. We will have a wide range of speakers, topics and conference tracks to keep learning professionals up to date with the latest trends and best practices from leading organizations and training professionals. We hope to see you next year in Orlando, FL!

### ASTD TRANSITIONS TO ATD

During the ASTD 2014 International Conference & Expo, ASTD's President & CEO, Tony Bingham, made a historic announcement. ASTD will become the Association for Talent Development (ATD). As the world's largest association dedicated to the training and talent development profession, ATD changed its name to reflect and support the direction of the industry. Talent development, learning, and training has become increasingly globalized. This changing of the brand demonstrates ATD's desire to best meet needs of our members and talent professionals. This decision came from extensive research about the learning professionals in our industry and the changes the industry has seen over the last decade. Tony and the ATD team have been hard at work to ensure the new brand appropriately aligns with the growing needs of a dynamic, global profession.

The term talent development encompasses the breadth and depth of the profession we serve to include all of the Areas of Expertise that are reflected in our Competency Model including performance improvement – and more! This can be seen in the surge of the number of individuals on LinkedIn who have “leading and management talent” in their titles, particularly in professional services. Across various findings, there has been a rise in “talent development” titles and positions, moving away from more traditional

titles.

Talent development is people development. It means helping others build the knowledge, skills, and abilities to develop and achieve their potential for the success and growth of their organization. Although training is still a core aspect of our profession, it is not the sole focus. Talent is developed inside and outside of ‘training and development.’ As 2014 moves forward, you will witness the transition of our new and improved brand through our website, social media, and as an organization that will continue to serve talent professionals.

To learn more about the transition to ATD please visit <http://astdnews.org> for the latest updates.

**Ed Note:** Thanks to Nan Kim, International Relations Coordinator at ATD for this item

### WORLD LEARNING TO DELIVER USAID'S TRAINING FOR PAKISTAN PROJECT



Training for Pakistan (TfP) is a United States Agency for International Development (USAID) project aimed at providing participant training and capacity development. A four year project, its areas of focus include democracy and governance, education, energy, economic growth, and health. World Learning, Associate member of IFTDO, have been contracted by USAID to deliver the program, with a projected budget of over \$33m. World Learning Inc. is a non-profit organization advancing leadership through education, exchange, and development programs in more than 60 countries.

The project is positioned to design and deliver demand led training and learning exchanges to enhance the capacity of future Pakistani leaders and professionals and develop the capacity of local partners. About 6,000 local beneficiaries are expected to be involved over the next four years. The project will organize training programs across the globe where expertise exists: in Pakistan, in third party countries and/or in the United States. As training needs are identified, training locations are selected where the most relevant experience and practices can be observed. During the course of program implementation, Training for Pakistan will process requests for Pakistani professionals to participate in various training programs such as: U.S. short- and long-term academic programs, third country short- and long-term academic programs, in-country trainings, partnerships and faculty exchanges, follow-on programs, seminars, workshops, and more. The project will provide services in training planning and program development to USAID/Pakistan's sector teams and partner institutions to expand and update effective diagnostics and training strategies. To meet emerging training needs, the project includes needs assessments, preparation of annual training plans and budgets, creation of comprehensive participant training plans, and custom training program design.

At the end of the training programs, participants may have the opportunity to apply for small grants to fund development projects inspired by their training courses. The funding will effectively empower beneficiaries to achieve critical goals that help close performance gaps. The project will also formulate alumni organizations to promote networking and create lasting relationships.

To date, the project has supported a number of conferences in Pakistan, short-term training in Turkey, Malaysia, Australia, Europe and the US, and a portfolio of PhD and high school scholarship programs in the US and Pakistan. Numerous professional training events are in the planning stages for the coming year, and the project is reviewing applications for 40+ slots for a new US master's degree scholarship.





IFTDO are exploring with World Learning ways of greater collaboration and support for the project. First, tapping into IFTDO extensive profile of full and associate members for training in specialized content areas. There are potential needs for delivery in Europe, South Asia or Southeast Asia and the programs mostly take the form of 2-week study tours. World Learning procures training services through a process of limited competition according to USAID regulations. Second, the possibility of a Pakistan delegation attending the next IFTDO Conference (Kuala Lumpur, 2015) is being considered. Relatedly, the Developing Countries Committee is planning a special forum that will be part of the 44th conference and, depending upon the USAID goals for Pakistan, this part of the conference could be highly fit for purpose.

World Learning's web site is <http://www.worldlearning.org/> and for more information about World Learning and the Training for Pakistan project contact Matt Brown, Project Manager, at [matt.brown@worldlearning.org](mailto:matt.brown@worldlearning.org)

### ISTD LAUNCH PILOT TRAINER CERTIFICATION INITIATIVE



India faces a growing need for quality teachers and trainers. A significant problem relates to the employment and skills of young people. The numbers of young people has increased threefold in recent years as a proportion of the total labour force, yet unemployment of young people is high, due to their lack of marketable education and skills (Sinha, 2013). In an effort to help address this and other labour market challenges the Indian Society for Training and Development (ISTD) has developed and launched a pilot certification initiative. The ISTD holds the view that whilst the need for additional trainers and teachers is huge it must be addressed by developing skilled practitioners – hence the importance of certification in order to promote and safeguard standards. The programme being pioneered by ISTD is one of a number of initiatives being promoted by the India's National Skill Development Council to fulfil the growing need for skilled manpower across sectors.

The ISTD programme commenced in June in Delhi with 30 participants. They will undertake 100 hours of conceptual and 100 hours of practical training. This will see three distinct teaching and learning strategies deployed. Firstly, delivery of the conceptual and theoretical knowledge in a participative way as possible. Secondly a set of more practical approaches to develop the sorts of soft and hard skills required by an effective trainer; including an introduction to management games, interactive activities, briefing and de briefing, training calendar preparation, and the creation of an overall positive training environment. Thirdly, and led by experienced trainers, exposing the learners to the wider training environment, curriculum design best practice, use of various media, and the marketing of programmes. Assessment will require participants to design and develop training programmes on an ongoing basis, with a requirement to meet defined quality standards.

The ISTD plan to offer successful 'graduates' a period of support as they begin their training / teaching for real. Interestingly it is hoped that a number of these will return to assist in the programme as it rolled out to much larger numbers. The ISTD estimate that India needs more than 300,000 certified trainers over the next 3- 5 years. Whilst they anticipate extending the initiative to all four regions and engaging all 47 chapters of the Institute, it recognises that it is most likely to face increasing competition from other professional training institutes which the Government of India may invite to play a role in meeting this challenge. For further details on the initiative contact [istdtrg@airtelmail.in](mailto:istdtrg@airtelmail.in)

Sinha, P., 2013, Combating youth unemployment in India, Friedrich-Ebert-Stiftung Department for Global Policy and Development, Berlin.

**Ed Note:** Thanks to Dr Rajeshwari Narendran, ISTD, for this item.

### EMT-CREED CELEBRATE WORLD ENVIRONMENT DAY

*Future generations will judge our actions on climate change.*

*- Ban Ki Moon*

2014 is the UN's Year of Climate Action and 5 June was World Environment Day (WED). IFTDO Associate member EMT-CREED render research, advisory and training consultancy services in environment management, climate change, sustainable development and sustainable resource management. Driven by a motivation to create climate champions from the younger generation and to increase the spread



of the UNEP WED event theme and message for the year "Raise your voice not the sea level", EMT-CREED organised an event at the Jesuits Memorial college in Port Harcourt, Nigeria. The event featured the WED symbolic tree planting, presentation of the Habitat/Environment club, seminar presentation on the years WED theme and several talent and creative exhibitions from the JMC students such as speeches, drama, green choreography dance, art/paintings (Figure) and drawing exhibitions and poetic songs. The picture 'Hold the World with Care was awarded best painting of the day.

Launching the first issue of "Climate Times" Chinemerem Patricks, CEO of EMT-CREED and member of IFTDO's Developing Countries Committee, heralds the UN Year for Climate Action. In his editorial Patricks issues a powerful rallying call for engagement in education and training around climate change in order to "chart a pathway towards solving climate change problems facing this millennium". The first edition includes contributions from the UN, research evidence on the impact of climate change on sea levels and success stories of actions to address the various climate change challenges.



**Ed Note:** EMT-CREED run a series Environment Management courses (e.g. Biodiversity Protection and Conservation, Energy Resources Management, Environmental Impact assessment) together with a number of Human Resources Development courses (including Leadership & Management Skills development and Team Building).

The Environmental Education and Training (EET) activities of the United Nations Environment Programme are founded on its mission of inspiring, informing and enabling nations and peoples to improve their quality of life without compromising that of future generations. This is achieved by promoting innovative, action oriented, and value-based environmental education for sustainable development by ensuring that environmental considerations are taken into account. Environmental education and training work at UNEP is organized around three pillars namely: Education, Training and Networking.

### "HR IS DEAD ... LONG LIVE HR": AN IFTDO ASSOCIATE MEMBER REFLECTION

This is a personal reflection on my current activity in training and development, my association with IFTDO and the 'learning journey' over the last 12 years. Starting with the present, my main business focus (through Józefa Fawcett International) is to provide research and learning advice to companies challenged by managerial, leadership, change, quality and human resource (HR) issues, enabling them to pursue future approaches that will make a difference to their business. In an interesting extension to my 'normal' work I commenced a research study in July 2013 which will continue until the end of 2014. This is called "HR is Dead – Long Live HR"

and where the aim is to capture the views and perceptions of HR from senior corporate executives around the world. It is a self-funded project conducted independently from my main portfolio of business. The number of responses to date are in excess of 350 - in the main from corporate executives, HR personnel, and training directors. I hope to share the findings widely – not least through IFTDO. The driving force behind this research is concern about the organisational positioning of training. If the HR function itself is not 'Highly Regarded' then what impact does this have on the perception of the value of training? Is training, and investment in training, still prone to be cut in difficult times or should this now be assigned as an organisational myth? The research seeks to provide empirical data on these questions. I feel passionately that HR must review its current practice and re-position itself for a future where it can be 'Highly Respected' – taking HRD and training along with it.



It is instructive to reflect on the journey taken to this point and in particular the role played by IFTDO in helping to shape my independent training practitioner career. This began in 2002 after redundancy from Head of

Organisation Development in an NHS Trust in the UK. I wanted to improve the quality of training provision. Yet just improving the output and quality of training delivery wasn't enough, I felt that it was vital to be able to show organisations that real results could come from training in terms of quality improvements, cost savings and time efficiency. In 2007, I was fortunate to visit Geneva and encounter IFTDO. I was introduced to Dr Tony Twigger (IFTDO Executive Director). Generous with his time, Tony showed me around the offices, explained IFTDO's raison d'être, and its value to the profession of training. I was 'hooked'; a network within which I could



achieve so much of what I now wanted to do. At the same time it was initially hard to understand how I, as an independent practitioner, could contribute to the work of IFTDO. Reflecting on this today, I realise that it is through my extensive network within CIPD and IFTDO that I can really start to make a difference. My research (as discussed above), provides me with a real opportunity to contribute more - indeed this 'reflection' might be regarded my first step.

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..... *Contd. from page 5*

sustained throughout the economic crisis. After the economic downturn, Festo emerging from the economic downturn with a stronger market positioning due to a strengthened leadership team.

The Award was received by Patrick Malcolm Schroeder from Change International (pictured).

### Research Excellence Award

The research which features in this winning submission arose out of the author's (Dr Roland Yeo, Saudi Aramco) curiosity to find out how people view their work and the meaning they derive from their work. The authors were keen to explore the relationship between how employees make sense of their work and its context and their learning at work. Interestingly, the research examines working life from an *inside-out* perspective – that is, how one perceives one's work environment based on the meanings one draws from workplace dynamics – rather than an *outside-in* perspective where organizational factors are often considered to contribute to employees' quality of work life.

Acknowledging that 'work' is a general notion the researchers were interested to encourage a variety of interpretations about 'work'. Using an online discussion forum, spanning three years, the data was drawn from over 130 MBA students. The students had chosen to study part-time to improve their quality of their work and hence their work life. The qualitative data drawn from the discussions was interpreted through content analysis.

A key finding is that the closer the connection between one's work and one's life, the greater the meaning it holds for one to do something to improve one's quality of work life. For instance, if people perceive their work as an important aspect of worthy contribution towards a wider context such as the organization or even the community, they will develop a proactive attitude towards learning. In turn, they will develop both direct and indirect learning strategies to frame their quality of work life when they do something to improve themselves which will have a positive influence on others. On the other hand, people who separate their work from their personal life tend to display a reactive attitude towards learning where



learning becomes a means to an end rather than a continuous process of professional development and self-renewal.

The relevance of the study to human resource development (HRD) is based on the understanding of the relationship between sensemaking and learning orientation. HRD professionals could capitalize on various learning spaces to help employees reflect on their role and task that characterize their identity at work. Dialogue could be promoted to gather spontaneous feedback on how employees engage in or disengage from their work and how the meaning derived from their work affects their perception of work life. It is important to ensure psychological safety in the workplace by encouraging employees to speak up and team up to develop new ideas as this will motivate employees to adopt a proactive learning orientation. Work redesign could also help employees rediscover their personal voice and passion in deepening their engagement in work. More importantly, organizations should create an environment of continuous learning to engage employees in collaborative sensemaking to provide new meanings to their quality of work life.

Dr Roland Yeo is Management Learning Researcher, Training & Development, within Saudi Aramco. The award is based on the following published paper with Dr Yeo's co-author and researcher

Yeo, R.K., & Li, J. (2013). In pursuit of learning: Sensemaking the quality of work life. *European Journal of Training and Development*, 37(2): 136-160.

### IFTDO Global Awards: Certificates of Merit

Certificates of Merit were awarded as follows:

**Best HRD Practice:** Abbott Ireland, Ireland; Civil Service Training Center, Taichung, Taiwan, R.O.C.; Saudi Aramco, Saudi Arabia and the National Academy of Civil Services, Taiwan, R.O.C.

**Improved Quality of Working Life:** National Academy of Civil Services, Taiwan, R.O.C.

**Research Excellence:** Dr. Jane Turner and Professor Sharon Mavin, Newcastle Business School, Northumbria University, UK, and Associate Professor Gina Grandy, University of Regina, Canada; Dr. Bart Tkaczyk, Fulbright Scholar, University of California, Berkeley, USA, and R. Chithra, Department of International Business, School of Management, Pondicherry University, India.

## The Transfer of Training; Special Issue of the International Journal of Training and Development; June, 2014

The June issue of the IJTD features a special issue on the transfer of training. In a fascinating editorial article Saks, Salas and Lewis trace 60 years of research into this issue; from a seminal article published in 1953 by Edwin Fleishman identifying the problem for the first time through to Blume et al's (2010) meta-analysis of training transfer research and literature; In their meta-analysis Blume et al find, in accordance with Baldwin and Ford's (1988) classic model, that training transfer is influenced by a number of factors. The strongest relationship between a predictor variable and transfer appears to be cognitive ability. The strongest relationship among Within the work environment transfer climate is a key factor as is supervisor support. However, much is still to be learnt about transfer - "there are no magic bullets for leveraging transfer" (p 1096) - yet the context of organisational expectation for return on investment has never been higher.



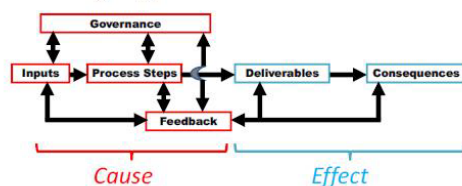
The issue includes contributions from Europe as well as Thailand and Canada. In an interesting paper by Saks and Burke-Smalley the impact of transfer upon firm performance is the focus. Homklin et al explores one of the most important, yet under-researched variables for training transfer – social support. A further paper from Culpin et al examines the relationship between learning, intention to transfer and actual transfer. This special issue provides an important contribution to what continues to provide trainers worldwide with difficulty and challenge.

## Righting the Enterprise: a primer for organizing or re-organizing the right way Langdon, L. Langdon, K. and Whiteside, J., 2014, Free E-Book

The authors begin this book with the question 'How many times have you been re-organised – was the impact positive or negative?'. The assumption, though never really subject to critical examination, is that the answer is likely to be the latter. Thus, the focus of the book is to present a systematic re-organisation methodology. Fundamental to the book is The Language of Work Model™. This is the trademark construct that the authors have used successfully in other books and in various HR applications e.g. performance review, competency modelling). The model provides a simple, but powerful, conceptual explanation of the work that is going on at different levels within an organisation. The authors argue the model serves as a backdrop for knowing how to define work behaviourally and its basis for use in re-organisation.



### The Language of Work Model™



"In broad terms, this means we need to define and reach consensus on the four levels of work, as well as on how to support the work as an enterprise."

The Language of Work Model™ enables the authors to focus on alignment; an issue rarely addressed adequately. provides a focus not conventionally

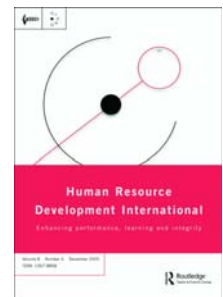
addressed: alignment. outcome – not typically addressed - alignment It is examined in some detail through a case study of a medium sized public utility company. This enables a move away from a largely conceptual discussion to a more practical exploration of a phased approach to re-organisation.

It is important to note two things. First, this book is published as a free resource (see [www.performanceinternational.com/righting-the-enterprise-free-ebook](http://www.performanceinternational.com/righting-the-enterprise-free-ebook)). The authors' rationale is both simple and laudable: the book is "designed to reach as many readers as possible, especially at managerial levels". However, it is published alongside a companion version (see below) which contains the content of the first but with considerably more illustrative material, notably a number of detailed case studies from organisations with whom the authors have worked, together with other aids to the restructuring process. Ultimately the authors' claim, strengthened considerably in the companion resource, is that re-organisation is complex but that it can be tackled by adopting an uncomplicated, systems approach to its key elements. It is an ambitious claim but one certainly worth any manager or consultant with such responsibilities exploring for themselves, through either or both of these resources.

Langdon, L. Langdon, K. and Whiteside, J., 2014, Facilitator's Guide for Righting the Enterprise; Performance International, \$79.95

## Human Resource Development International: Special Issue on Organizational Learning and Learning Organization

HRDI, the journal linked to the University Forum for HRD, is a leading peer-reviewed journal which explores all aspects of practice and research in individual, group and organisational learning and performance. It has produced a virtual special issue addressing conceptual issues, implementation in various settings / countries, the relationships between HR practices, organisational learning and business performance; and new trends in organisation learning. The issue is freely available online at: <http://explore.tandfonline.com/page/bes/rhrd-ysi-hub/>



## Journal of Organisational Transformation and Social Change

This journal is offering a number of sample articles free of charge from past issues. These include:

- [Growth, development and evolution – The parameters of change in a dynamic world](#),
- [New organizational and social paradigm: From cooperation to co-creation and sustainable coexistence](#)
- [Spaces enabling game-changing and sustaining innovations: why space matters for knowledge creation and innovation](#)
- [Growing through learning – Essential technology enablers](#)

The journal is peer-reviewed and devoted to the challenges facing social systems today and in the future. It focuses on the development and transformation of organisations and societies, as they interact with their environments. The sample articles can be downloaded at: <http://www.maneyonline.com/toc/ORG/9/1>



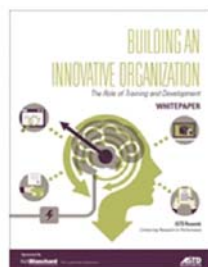
## New Journal - Journal of Organizational Effectiveness: People and Performance

The Journal of Organizational Effectiveness: People and Performance, edited by Professors Paul Sparrow and Gary Cooper, is a new addition to the Emerald portfolio. In an 'inaugural' paper the editors' seek to establish the future research agenda for organizational effectiveness. It reviews historic literature and traces the development of the field of organizational effectiveness. They argue that the journal must examine how the achievement of important strategic outcomes, such as innovation, operational excellence, globalization, become dependent on people and organization issues. It signals the need to focus on the intermediate performance outcomes that are necessary to achieve these strategic outcomes, and to examine these performance issues across several levels of analysis such as the individual, team, function, organization and societal (policy) level.

<http://www.emeraldinsight.com/journals.htm?issn=2051-6614&volume=1&issue=1&articleid=17107576>

## Building an Innovative Organization: The Role of Training & Development whitepaper

In collaboration with subject matter expert Claude Legrand, ASTD examine innovation in organizations exclusively from the point of view of T&D. The report 'Building an Innovative Organization: The Role of Training and Development' provides an overview of results from a survey looking at the responses of 396 T&D professionals across all industries and organization sizes. The report includes a foreword and "Recommendations to Start Training for Innovation" from Legrand. Nearly all respondents (98 %) strongly agree or agree that innovation is important for the future success of their organization. However, only 19 percent of survey participants indicated working for a very innovative organization.



Free for members of ASTD; \$19.99 for non members. See <http://store.astd.org/Default.aspx?tabid=167&ProductId=25748>

## Keeping culture, purpose and values at the heart of your SME; Miller, J.; CIPD Research Report

This research report explores how smaller organisations can retain the culture, values and founding purpose of the organisation as they grow and evolve. The research operates with an informal definition of culture as 'the way we do things round here'. It is based on 16 case study organisations of a range of sizes and sectors, completed through interviews with consultants who work with these organisations. Three main themes provide the focus of the report's discussion:

- creating and embedding the narrative around purpose and values
- dealing with the cultural implications of structural and organisation changes presented through growth
- the opportunity to reinforce 'what you're all about' through people practices

The latter theme explores recruitment, induction and training and development. The key is the link to culture and values. So, the tension of recruiting on the basis of qualification vis 'person fit' is captured in the case studies. Managing informal training and development is critical. Many of the research organisations had core values such as 'supportive', 'improvement' and 'innovation'. The report addresses how these can be 'brought to life' internally through development opportunities. In addressing this vital link between culture and business success, within a small business environment, this research report from the CIPD provides an excellent resource for human resource development in this often challenging context.

The full report can be downloaded here: <http://www.cipd.co.uk/hr-resources/research/culture-purpose-value-sme.aspx>

## CALENDAR

**International Vocational and Training Association International Conference**, 20 – 23 Aug; Helsinki (Finland), St. Petersburg, (Russian Federation). The conference will address the diverse perspectives on the delivery of vocational and technical education and ensuring industry relevance of TVET programs to the labour market. More details from: <http://www.iveta.org/conference>

**17th Annual Irish Academy of Management Conference**, 4 – 5 Sept; University of Limerick, Ireland. Conference theme: 'Managing in a Changing Climate: Leading to New Realities'. Keynote speaker: Prof Wayne Cascio, Chair in Global Leadership at the University of Colorado Denver and the author of several books on HRD and HRM. More details from: <http://www.iamireland.ie/annual-conference/2014-annual-conference-ul.html>

**International Conference on Skills for the Future: Training, employment, occupations and employability in turbulent times**; 18-19 Sept, 2014; Toulouse Business School, France. More details from: <http://www.tbs-education.fr/en/research-faculty/international-conference-skills-future>

**22nd World of Learning Conference and Exhibition**, Birmingham, UK; 30 Sept – 1 Oct, . The event will feature over 100 exhibitors, , live workshops, one-to-one consultations, free seminars and its renowned annual conference. More details from: <https://www.learnevents.com/>

**European Institute for Advanced Studies in Management**; 3rd Workshop on Talent Management, 13 – 14 Oct; Berlin, Germany. Keynote speaker: Professor Paul Evans: "Taking Talent from the Corporate to the Macro Arena: The Global Talent Competitiveness Index". More details from: [http://www.eiasm.org/frontoffice/event\\_announcement.asp?event\\_id=1032](http://www.eiasm.org/frontoffice/event_announcement.asp?event_id=1032)

**11th Annual HR Africa Summit**; 27 – 31 Oct, South Africa. The Institute for International Research (IIR) is hosting this event for HR professionals in Africa. For the past 10 years, this conference has provided proven, comprehensive learning for attending professionals. More details from <http://iir.co.za/hr-africa/>

**ASTD Asia Pacific Conference**; 30 Oct – 1 Nov, Taiwan. ASTD has joined forces with the Tze Chiang Foundation of Science and Technology (TCFST) to bring the ASTD Asia Pacific Conference (APC) to Taiwan. This event will Pacific feature conference tracks on training, learning technologies, talent management, leadership development, organizational effectiveness, measurement and analytics, and cross-cultural management. A key note speaker will be Tony Bingham, President and CEO of the ASTD. Further details and to download a brochure visit: <http://astdapc.org/>

**Chartered Institute of Personnel and Development (CIPD) Annual Conference**. 5 – 6<sup>th</sup> Nov, Manchester, UK. Conference theme: "Light Up Your HR Strategy". Further details and to register for a brochure visit: <http://www.cipd.co.uk/events/annual/conference/request-a-brochure>

**Sixth Nordic Conference of Adult Education and Learning**; "Adult Education and the Planetary Condition"; 26<sup>th</sup> – 27<sup>th</sup> March, 2015, University of Tampere, Finland. More details from: <http://www.peda.net/veraja/vely/tapahtumat/nordic2015>

**International Society for Performance Improvement (IPSI), Performance Improvement Conference**, 24-29 April, 2015, Texas, USA. Do you have a learning, insight, or technology tip to share? Applications are now open to present at the conference. Go to: <http://www.ispi.org/content.aspx?id=1734> for more details.



**IFTDO**  
International Federation of  
Training and Development  
Organisations

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#### EDITOR

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

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## IFTDO'S ENGAGEMENT WITH UN GLOBAL COMPACT

Dr. Uddesh Kohli, Secretary General, IFTDO, attended the UN Global Compact Board meeting on July 1-2, 2016 at United Nations, New York. IFTDO became signatory to businesses, companies, international

organizations, civil society organisations, etc. It is a strategic policy initiative for businesses that are committed to aligning their operations and strategies with ten universally accepted principles in the areas of human rights, labour, environment and anti-corruption. Information on UNGC is available on [www.unglobalcompact.org](http://www.unglobalcompact.org).

In his remarks to the Board on the initiative's progress and future, the UN Secretary-General emphasized that the Global Compact "is the first and only public-private initiative of the United Nations based on network governance. Its unique role and attributes have enabled it to grow and innovate beyond all expectations. The initiative has transitioned to a new phase defined by global strength and action." He also said that: "Our world's toughest challenges demand solutions that involve business. No sector alone can slow climate change or reverse biodiversity losses. No single entity can end corruption, poverty and violence, or promote equality, especially for women," said the Secretary-General. "Success depends on Governments, companies, investors, educators, activists and citizens. Together, we can foster peace and security, protect human rights and achieve sustainable development." The UNGC Board reviewed the various initiatives/issue areas under Global Compact and discussed the inputs for post-2015 UN Sustainable Development Goals which are to be finalized soon.



UNGC International Board



IFTDO Secretary General with UN Secretary General

## IFTDO TO PRESENT WORKSHOP AT THE UN DPI/NGO CONFERENCE

IFTDO's proposal to present a Workshop at the 65th Annual UN DPI/NGO Conference, titled "2015 and Beyond: Our Action Agenda," has just been accepted. The Conference will be held at United Nations Headquarters from Wednesday, 27 August to Friday, 29 August 2014. IFTDO has a Consultative Status with UN ECOSOC.

In the course of the three days, this premier civil society event at the United Nations will feature various sessions, roundtables, workshops, exhibits, reception, on-site and off-site events and a host of other occasions for NGO networking. This 65th Conference will adopt an outcome declaration that aspires to be ambitious and inspiring and to offer a civil society "Action Agenda" for the post-2015 Development Goals. Please see Conference website for detailed information at: <http://outreach.un.org/ngorelations/conference-2014>

## IFTDO MEMBERSHIP APPLICATION

### Category of Membership applying for:

**FULL MEMBER** (USD\$1000)

Subscription is less for small professional societies. See below :

**ASSOCIATE MEMBER** (USD\$350)

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 \_\_\_\_\_

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