

# IFTDONews

Number 3 of 2017



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**First Annual Human Capital Development Conference in Africa**  
Addis Ababa  
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## 'Modernising' IFTDO: 2018 and Beyond



IFTDO  
International Federation of Training and Development Organizations

**Bob Morton, IFTDO Treasurer, reflects on the challenges faced**

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Under the Patronage of



HH Sheikh Hamdan Bin Mohammad Bin Rashid Al Maktoum  
Crown Prince of Dubai  
Chairman of the Executive Office of Dubai United Arab Emirates

47th IFTDO World Conference & Exhibition  
**THE FUTURE IS TODAY**  
Creating Happiness At Workplace

20 - 22 March  
**2018**



## Creating Happiness At Workplace

Tracks:

- 1- Happiness at workplace and its effect on productivity
- 2- The Intrinsic Relationship between Happiness and Productivity
- 3- The future of work and happiness
- 4- Happiness and Productivity in light of Sheikh Mohamed bin Rashid's reflections
- 5- The role of Positive Leader to make a happy society
- 6- Governments role in achieving happiness
- 7- Society's role in achieving happiness
- 8- The Security Services role in the Happiness Organization

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For more information and register online:  
[www.iftodubai2018.com](http://www.iftodubai2018.com)



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## IFTDO President's Message..



I extend my welcome to you all to the 47th IFTDO World Conference, on the Theme 'The FUTURE IS TODAY. Creating HAPPINESS at work place', being hosted at Dubai by Dubai Police Academy , United Arab Emirates during March 20-22, 2018, under the Patronage of H.H Sheikh Hamdan Bin Mohammad Bin Rashid Al Maktoum. The Conference, I am confident, will provide a platform for cross-cultural, multi-disciplinary and interpersonal experiences for participants. It brings together experts from all over the world to discuss latest trends and developments in HRD. At this Conference, the meeting of great minds will bring out meaningful and constructive ideas and the Conference will really be a great learning experience. Dubai is truly an international cosmopolitan city where East meets the West. Participants will have an opportunity to experience tradition

and modernity, desert and skyscrapers including the tallest in the world-Burj Khalifa, vibrant malls, commercial and shopping centers. A visit to Dubai is a memorable experience.

As we all know, IFTDO as an international organization with special links to several UN institutions, endeavors to promote learning and understanding. Today, at a time when dissemination of information and greater understanding is of paramount importance, this Conference will play a vital role in bringing people from different walks of life together to share knowledge and develop networks. I wish to whole heartedly thank all IFTDO members for their generous support to the conference. I extend my gratitude to all the partners who are working hard to make this Conference a grand success.

**Maj. General Dr. Mohammad Ahmed Bin Fahad**  
President, IFTDO

## Message from the Editor



Important discussions about the future of IFTDO are scheduled to take place later this month - see the article by Bob Morton on page . I note in this editorial some of the thinking that has underpinned my efforts as Editor of IFTDO News and as Editor of IFTDO's new journal - the IJHRDPP&R. I do this to offer the Board, and indeed the wider membership, a perspective that I feel should be integral to the future development of IFTDO. For many years now I have been frustrated by what I see as a tendency in training and development, and HRD practice more broadly, for quick fixes. Quick fixes tend to side-step assessment and analysis of practice problems, are strongly influenced by fad and fashion and invariably dismiss research as only of value to the so-called 'ivory tower' world of the academic. It is strange indeed that evidence based practice is lauded within the medical profession yet has struggled to take hold within HR and HRD practice. Of

course, one of the challenges is to find ways of making evidence from research (both quantitative and qualitative) available to practitioners and to convince them of the usefulness of a critical, scholarly practice orientation to their work. But this is where IFTDO, through its diverse international membership, its networking and communication mediums, and indeed its vital relationship with the UN, has a key role to play. One way in which this might be developed is for IFTDO to take a strategic role as a platform to champion and develop 'principle' and 'research based' L&D standards (see also page ) To overlook a commitment to bringing the worlds of T&D/L&D/HRD research and practice closer together would be a retrograde step, exposing IFTDO to the problems of the 'quick fix' syndrome that has so dogged the very practice it seeks to promote and enhance.

**Dr Rick Holden**  
Liverpool Business School, UK

## Secretary General's Report

The 46th IFTDO World Conference was successfully organized by Omani Society for Human Resource Management, at Muscat (Oman) on April 9-11, 2017. The IFTDO Global HRD Awards 2017 were presented by Her Highness Muna Al Said at a Special session of the Conference to 2 Winners and 7 Certificate of Merit awardees. Entries are invited for IFTDO Global HRD Awards 2018. The details are available on our web site [www.iftdo.net](http://www.iftdo.net)



The UN Global Compact organized its Global event on 'Making Global Goals Local Business' on April 26-27, 2017 at New Delhi. My participation in the event is reported upon elsewhere in this Newsletter.

Several members have not yet logged in at our revamped web site [www.iftdo.net](http://www.iftdo.net) and accessed the Members area (which also has IFTDO AGM and Board Minutes, Annual Reports, and summaries of Award winning entries). The log in ID and passwords to access the Members Area were communicated to all members along with the Guidelines to log in. Members can edit their information and uploaded their logos. As stated in the guidelines, guests of members (such as their staff and members) can also access the Members area for which a separate set of log in ID and password were sent. I would request all members to make full use of these facilities on our web site and give us their feedback. In case of any problem, members are welcome to contact me.

**Dr. Uddesh Kohli**  
Secretary General

## Modernisation of IFTDO Governance and Operating Structure

Prior to IFTDO's Board Meeting in Kuala Lumpur (26 September) Bob Morton, IFTDO Treasurer, explains the background to recent and forthcoming discussions about impending changes to IFTDO's governance and how best IFTDO can equip itself to operate effectively in a challenging external environment.



"IFTDO was founded in 1972 and is a Charity registered under the Charities Act in the UK. There have been some significant changes to UK Charities law over the past few years and at its April meeting the IFTDO board approved a formal review of our memorandum and articles of association to ensure we maintain compliance with recent changes to the law. This review is being carried out by Withers LLP a specialist firm of lawyers in London and the proposed amendments will be presented to our September board meeting before being proposed for adoption at the AGM next March in Dubai.

The board also wishes to ensure we make our articles of association 'future fit' to enable us to modernise IFTDO's governance structure so it reflects best practice in the organisation and operation of Charities and NGO's. For those who are unfamiliar with Governance, it involves the systems and processes concerned with ensuring the overall direction, effectiveness, supervision and accountability of an organisation and your IFTDO board has the legal responsibility to ensure good governance. Good governance ensures:

- compliance with law and regulation
- that an organisation is well run and efficient
- that problems are identified early and dealt with appropriately
- the preservation of the reputation and integrity of the organisation
- the organisation makes a difference and the objects of the charity are advanced

The review of our articles and governance has provided the board with an opportunity to review IFTDO's purpose and structure with the aim of modernising and reinvigorating our board structure and operations to meet the challenges of managing IFTDO in a digital world. We are facing challenges in growing and retaining membership and it is clear our current approaches to marketing membership and events require greater support and resources. We also need to develop a clear value proposition and open up new channels of income generation for IFTDO. The board therefore decided to establish a task force to examine proposals to modernise IFTDO's structure and management to tackle these issues.

It is worth noting the size of our board in comparison to best practice is too large and until the recent elections at our AGM in April, also lacked sufficient renewal with most members serving beyond the normally recommended length of terms of office. The proposals on structure will focus on having a smaller operational board with the creation of an advisory board to ensure we retain the wisdom and experience of our longer standing board members.

The board will debate proposals at the next board meeting in Kuala Lumpur and will report and consult with the members at the AGM in Dubai next March where proposed changes will be presented for approval.

Bob Morton

## HRD in Turbulent Times: 46th IFTDO World Conference

Over 300 delegates (including over 50 international delegates from more than 15 countries) attended the 46th World Conference held in Muscat, Oman and hosted by the Omani Society of for HRM (OSHRM). Thirty-five speakers in 30 sessions addressed the over-arching conference theme 'HR in Turbulent Times'. For many speakers Oman provided an excellent context from which to draw questions and implications for HRD practice both within Oman and internationally. Oman is the third largest country in the Arabian Peninsula after Saudi Arabia and Yemen. Over the past decade, Oman's resident population has doubled, and now exceeds 4 million. Omani citizens constitute 55.8% of the population, with expatriates comprising 44.2%. The population of Oman is estimated to be growing at an average annual rate of between 2.5% and 3%. Like other GCC countries, Oman depends extensively on expatriate labour, even whilst a large number of its citizens are unemployed, with the figure continuing to rise. This unbalanced situation is partly explained by Omani citizens being strongly public sector-oriented in their employment aspirations. The development of human capital is important in achieving the aspirations of Omanisation; policies and practices aimed at increasing the number of Omanis employed in the Omani private sector, with a view to ultimately replacing the large numbers of expatriates currently occupying jobs in that sector. IFTDO News highlights / reports on three keynotes which capture well the positioning and potential role for an inclusive approach to HRD in such contexts.

### *Omantel: Evolving Corporate Culture in Turbulent Times*

Talal Al Mamari, CEO of Omantel, argued that turbulent times increase pressures on any corporate culture. There were changing expectations



from customers, millennials, stakeholders. The evolution of the culture within Omantel was described as having shifted from a public entity culture to a competitive culture and more recently, the need to develop a customer culture (Figure). Such a culture was central to assist the organisation achieve its key goals e.g. to be the partner of choice for international businesses resident in Oman and as regards digitisation throughout Oman (including providing a framework for government). Omantel's culture programme provided a strategic response to such goals. Omantel's employees were described as their "treasure"; key values (e.g. integrity, respect, commitment) providing the basis for all responses and interventions. Specifically, for HR/HRD there were three organising principles: meaningful work and organizational fit; deep employee engagement; and leadership. Talal Al Mamari highlighted the unique OmanOlympics (9 sports/activities, over 800 participants and spread over 3 months) as having a major impact

on the well-being of its employees. He argued internal data indicated a 90+ % retention rate and high levels of engagement throughout the business.

### **The role of education in riding the waves of economic change**

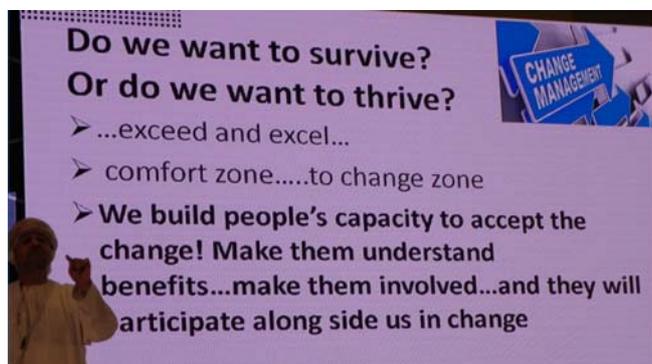
The Conference were privileged to hear from Her Highness Muna Al Said, AVC for External Cooperation at Sultan Qaboos University. She placed education at the heart of Oman's development aspirations, whatever the focus (Figure), noting the exponential growth in school places and in higher education provision (25 universities compared to just a couple in the mid 1980s). HH argued that quality HE opportunities were imperative as we entered the Fourth Industrial Revolution. But, labour market issues were challenging and HH highlighted a number of initiatives to ensure HE 'outputs' were aligned with labour market needs. These included:



- creating a specialised database linking labour market data with higher education graduate data
- the development of an economic model that helps to assess future labour market needs in the Sultanate according to different economic scenarios and alignment challenges
- focused data on labour market needs from the employer perspective
- an electronic system allowing rapid update of job and specialisation data

Whilst Omanisation remained challenging HH was in no doubt that education was the key to Oman's growth, economically and socially.

### **Change Management: VITAL at turbulent times...and beyond**



Dr Ramin Mohajer HR and Development Adviser with Oman's Information Technology function, presented some compelling statistics indicating that the vast majority of today's organisations have little choice but to embrace change. Citing research from Oxford University he noted that nearly half of the jobs in existence now will not exist in 5 - 10 years' time. Such statistics

sat alongside those from OSC data (UAE etc) suggesting that less than 30% of employees are actively engaged in their jobs and that nearly 40% leave because they are not satisfied with opportunities for advancement. A combination of external and internal forces were combining to create an unprecedented need for change and corresponding change management. He presented conference with a challenging question "Do we want to survive or thrive? How do we assist a workforce shift from a "comfort zone" to a "change zone"? Dr Mohajer was clear that anyone with a people management responsibility needed to build capacity in people to engage with and take on board change. Key was the mind-set with which change was approached. Dr Mohajer argued "People don't resist change...they resist change they don't influence or understand". HRD was central to effective change management - ensuring a focus relationship management, partnership work and individual and team empowerment.

### **IFTDO Awards presented at Conference**



Her Highness Muna Al Said presented the IFTDO 2017 Global Awards. The picture shows Her Highness alongwith Ghalib Saif Mohammed Al Hosni, IFTDO president, presenting the award to the representatives of Deepak Ltd (overall winners of the Best HRD Practice Award), Naresh Piniseti, Ashutosh Sharma and Preeti Datta.

### **IFTDO Global Awards**

IFTDO News 2, 2017, reported on the initiative developed by Deepak Ltd (winner 'Best HRD Practice') and the work of Patricia Bryans and Paul-Alan Armstrong (Sunderland University - Research Excellence Award). Here, we acknowledge and briefly report upon those who received certificates of merit. The profile provides an interesting a range of initiatives which highlights a geographical diversity and an inclusive and broad interpretation of HRD. They include both corporate and wider national / societal initiatives and young people feature prominently in three of the initiatives.



### **Building national capacity in Saudi Arabia**

The Local Workforce Development Department (LWDD) - part of Saudi Aramco's Training and Development Organization -



was established to prepare and equip young Saudis with job skills to meet the market needs in a range of industries. LWDD have led an initiative in strategic partnership with the Kingdom's Technical Vocation Training Corporation (TVTC), major energy sector industries, contractors and International Training Providers. The initiative commenced in 2008. Outcomes to date include the establishment of eleven specialized vocational training centres with a total capacity of 10,200 in the area of inspection, construction, downstream industries, and drilling. Trainees are sponsored by companies and employed from day one of training. Over 1800 trainees have graduated to date in the areas of construction and downstream industries. Current enrolment is approximately 6,500.

### ***A Development Framework for young recruits***

Orpic is one of Oman's largest companies a rapidly growing business in the Middle East's oil industry. Developed by Orpic's Learning & Development Department the overarching aim of the framework is to attract, develop and retain the best trainees who can add value to



Orpic and drive company growth and assist them become an employer of choice within the sector. The framework incorporates four clear phases: recruitment & selection; onboarding & induction; training delivery and evaluation & placement. That focused on formal training facilitates a standard and comprehensive training programme; ensuring that the trainees receive the right technical skills and soft skills to meet the expectations set for them by the organization in a range of disciplines, including mechanical and electrical engineering, process instrumentation, field operations and petrochemicals.

### ***Professional civil service training***

The Civil Service Training Center, is responsible for civil service training and development for Taichung City Government. In a major initiative to enhance both the levels and focus of its professional training the Center has developed



a competence based training map. Using an evidence based management framework analysis was undertaken on elementary, junior and senior rank civil servants from a range of agencies. A dedicated manpower development team was set up to oversee such work and lead the development of a new portfolio of training interventions to meet more accurately and effectively the identified professional development needs. The resulting training programmes and initiatives enhance employees professional ability to meet the rapidly-changing and diverse public service needs. Key features of the new training initiatives include participatory design, multi-skilling and training interventions and implementation strategies which ensure cross agency

support and co-operation; a major challenge prior to the initiative. Thorough evaluation using the Kirkpatrick model indicates the initiative is having positive impact upon development of the city government's professional level civil servants.

### ***Corporate leadership development***

IFTDO member, Change International Ltd. provide businesses with state-of-the-art integrated solutions in the field of Human Resource and Organisational Development. The successful project introduced and managed a leadership development programme for the Automotive Systems Division of Tyseen Kruipp. In a difficult financial context following massive losses in 2012 a new set of leadership competencies were developed and to which a leadership development programme needed to be aligned. Titled the "Drive for Leadership", the program had to demonstrate real business results and enable the participants to make a valuable contribution to organization goals. Program content follows the 70-20-10 development approach. Critically, outside of formal module sessions participants worked on real strategic change initiatives with mentor support to ensure transfer of learning. The internal leadership pipeline has been strengthened significantly as a result of the initiative. Equally there is clear evidence of the implementation of strategy in the participants' areas of responsibility. 360-degree feedback indicates that for the whole group 63% of the ratings improved. The competencies "Change Leadership, Strategic Orientation, Inspirational Leadership, and Collaboration" improved the most. The testimony of the CEO is notable: "I have never seen such a pragmatic approach to turn a vision into operations so quickly and successfully. We will use this approach for our senior leadership level."

### ***Values education for urban slum dwellers***

The WhiteSwan Consulting Group(WCG) was awarded the 'Best HRD Practice' Certificate of Merit for its 'Model of Value Education under Neem Trees for Urban Slum Children' which seeks to develop conscious citizens & reduce juvenile crimes against women. WCG provide values education through its 'WhiteSwan Neem School' initiative in slums across Delhi, Gurgaon and other locations, for urban slum children and school dropouts. WCG started this initiative in 2010. The main focus of this is to inject the 'Value Gene' i.e. human and moral values in 3-15 year old children living in urban slums and nurture good citizenship, personal hygiene and drive community service. The mantra of 'Give Respect, Take Respect' underpins WCGs work. To scale up the operations and bring as many slum children under the umbrella of 'Value Education through Neem Schools, pan India and the across the World, WCG implemented a second' International Seminar on 'Creating a Better World Order through Value Education', on 20th August 2017 at IIT Delhi, New Delhi.



**47<sup>th</sup> IFTDO World Conference & Exhibition; 20 – 22 March, Dubai**

**"The Future is Today: creating happiness at work"**

**Hosted by Dubai Police Academy**

**Web Site: [www.ifttodubai2018.com](http://www.ifttodubai2018.com)**

## UN Global Compact: Making Global Goals Local Business



The two-day event earlier this year brought together over 350 local and global leaders to focus on how, through bold innovation, businesses can create solutions to address the challenges of sustainable development, advance responsible business practices and tap into new opportunities found within the UN's Sustainable Development Goals (SDGs). Dr. Uddesh Kohli, IFTDO's Secretary General, actively participated in the event.

The objective of this event was to facilitate multi-sectoral dialogue to contribute to the development of the UN Global Compact's new suite of Action Platforms, launched this year with partners from business, civil society, government, academia and the UN. These Action Platforms seek to promote responsible business activities and fill emerging gaps in meeting global goals. The SDG's provide a global plan of action for people, planet and prosperity – a plan of action that empowers us all to deliver the world that we want." said Lise Kingo, CEO and Executive Director of the UN Global Compact.

To enable business around the world to take action on the SDGs, the UN Global Compact launched two important initiatives on the first day of the event. The new Global Opportunity Explorer aims to be the world's largest digital platform



Lise Kingo, Executive Director, UN Global Compact

one which connects business leaders, entrepreneurs and investors with new partners, projects, markets and talents to deliver on the SDGs. Through a new Blueprint for SDG Leadership, the UN Global Compact will guide businesses on how to take concrete leadership action on each of the SDGs. Looking to the next steps on the journey to 2030, Lise Kingo announced the launch of the search for the 2017 class of SDG Pioneers, seeking out individuals who are taking bold actions for the SDGs.

Participants representing all sectors actively engaged in breakout sessions to generate new ideas and shape these platforms going forward, for example on breakthrough innovation, impact reporting, humanitarian action and peace, sustainable finance, low-carbon development, inclusion, decent work and sustainable living.

The event ended with a call to action to business leaders all over the world to spread the global movement for responsible and sustainable business and to make the SDGs and 2030 Agenda a mainstream business agenda. "Businesses working together with civil society and Governments can create a more peaceful, just and prosperous society, leaving no one behind. Let's build our movement and keep the momentum," concluded Lise Kingo.

## UN Youth Representative Report

Marielle Velander, IFTDO's Youth Representative to the UN's Economic and Social Council (ECOSOC) presents her latest report on her engagement in UN activities and events

**"Sustainable Development Goals:** Most recently I attended a UN SDG Learning and Practice Session sponsored by the Women Thrive Alliance and

NGO CSW/NY, which provided targeted training on boosting grassroots participation in SDG Implementation. Participants built skills in gender equality, advocacy and strategic thinking around engagement with government on the implementation of SDG5, focused on gender equity. We were also introduced to tools to understand the deeper landscape of U.N. decision-making processes. These skills and tools are meant for civil society organizations and stakeholders to share and train their peers and partners to reach the UN targets for greater gender equity, with the ultimate goal of integrating grassroots groups into U.N. decision-making.

Not all events have been as hands-on, but have been equally engaging. I attended a side-event on 'Making Development Smart and Inclusive: How Access to Information Can Deliver on the SDGs', sponsored by the International Federation of Library Associations and Institutions (IFLA) and Article 19. It involved a very engaging discussion on the importance of intermediary institutions like libraries to motivate civic engagement, battle inequalities in information access, and build community-driven initiatives to spread learning.

**Womens Development:** In conjunction with the Commission on the Status of Women, I attended a high-level ministerial panel on "Informal and non-standard work: what policies can effectively support women's economic empowerment?" in which I heard about various initiatives around the world to create social policies that safeguard women's rights in informal sectors, such as domestic work or waste collection. I also attended NGO-organized side events on responses to violence against women, addressing initiatives to build capacity in police forces to process and address cases of sexual assault or domestic violence, and on women's role in the global refugee crisis

**Youth Representatives Collaboration:** Aside from these high-level UN events and side events, I also attended a Youth Representative orientation and briefing organized by DPI/NGO's Youth Executive Committee. I connected with national youth representatives from Germany, Ireland, Bulgaria, and Italy. They invited me to a private briefing at the German Mission to the UN, in which other youth representatives presented youth-led initiatives in Bulgaria and Germany, as well as included speakers from UNICEF on the role of youth in UN activities."

**Ed Note:** Marielle is an ethnographer at Reboot, where she designs and conducts research dedicated to inclusive development and accountable governance. Marielle is a graduate of George Washington University and holds a Master's in Anthropology and Development from the London School of Economics.

## The role of L&D Influencing organizational culture: ATD Research Report



Headline findings from this the latest ATD research white paper are that the learning and development function emerges as a vital resource in planning and executing change initiatives. In addition, they are taking an active role during change to protect—or, when appropriate, redefine—organizational culture.

In nearly half of organizations that had experienced changes, L&D/Talent Development had a presence on the teams that plan change initiatives. The report provides interesting illustrative data on how in times of major change, the L&D/TD function is a key player in protecting culture, shaping culture changes, and ensuring that culture and L&D are tightly aligned. The report notes: "In situations where a strong and effective culture already exists (e.g. high-performance companies where culture is an important ingredient

in business success), the talent development function often acts as a protector and perpetuator of that culture. But if major transformations demand corresponding changes to company culture, talent development is proving equal to the job of spearheading the necessary modifications. In both scenarios, the function provides content, resources, and learning assets enterprise-wide to ensure that cultures are understood, embraced, and form the basis for both individual and organizational performance. "

**Case Study: Orange -blooded culture in action**

The research draws on case study data - one of which is Home Depot - a popular DIY store in N America (and increasingly worldwide). Home Depot have adopted orange as their brand colour and this influences employee workwear, depot refurbishment and marketing activities. It is taken a step further: L&D refer to their role in developing and supporting a key of values in Hope Depot (see Figure) as their 'orange blooded culture'. According to



Gretchen Lumsden, Director of the Leadership and Enterprise, at Home Depot, "We in Learning and Development have a lot of reach in organizations..... that makes our role extremely important because it gives us the platform to bring every associate consistent messages about culture. One of the first things we talk about at The Home Depot is our values-based culture. For leaders and associates, it sets the tone for the expectations we have of them as a company." In its five-decade history, The Home Depot has exemplified what it means for a business to encounter major changes. From the addition of new technologies and product offerings to expansions beyond U.S. borders, change has been a constant. In 2005 alone, the home improvement retailer acquired 21 other companies to grow a particular line of business. In the last couple of years, one of the most significant was their acquisition of Interline Brands, a home repair and maintenance distributor presenting Home Depot with significant 'culture' implications for L&D in relation to the integration of this workforce.

ATD, in conjunction with the Institute for Corporate Productivity surveyed over 500 TD / L&D leaders to produce this report. Interviews with talent development leaders from both commercial and non-profit organizations provided additional insights to supplement the quantitative data from the survey.

Further details from ATD at <https://www.td.org/Publications/Research-Reports>

**ATDs International Calendar**

Two premier ATD events are scheduled for later this year. First, the 2017 China Summit.



Technology continues to influence every aspect of work, from how people learn to how businesses operate. But the way people learn is changing. In 2020, more than 75 percent of the workforce will be Millennials, and they have learning expectations that must be met if organizations hope to attract the best and brightest employees. This is the new learning era. It's both exciting and challenging for learning and talent development professionals. This will be a consistent theme throughout this ATD summit. <https://www.td.org/Events/China-Summit-2017>

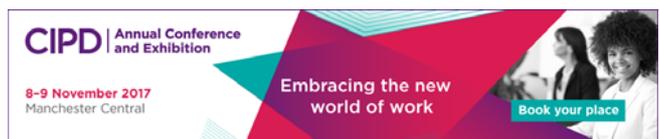


Asia's business landscape is dynamic and evolving, which makes attaining measurable outcomes one of the most essential goals. The ATD 2017 Asia Pacific Conference and Exhibition (8 - 10 November) will address how developing talent within an organization achieves bottom line results. This premier event will focus on talent development in the Asia Pacific region and will feature relevant conference tracks including instructional design, human resource development, organizational effectiveness & innovation, human resource technology, and the future of work and business insights. Thought leaders and experts from around the world will share their insights. Attendees will gain insight and knowledge to help them achieve real impact in their organizations through effective talent development practices. <https://www.td.org/APCConf>

**Employee attitudes on their learning and development: latest CIPD research findings**

More than two-fifths (48%) of employees strongly agree or agree that their organisation provides them with opportunities to learn and grow. However, almost a quarter (24%) disagree or strongly disagree. More than two-fifths (47%) of employees are satisfied with the opportunity to develop their skills in their job, while almost a quarter (22%) are dissatisfied or very dissatisfied. Public sector employees are significantly more likely to agree that their organisation provides them with opportunities to learn and grow than elsewhere and are also more likely to be satisfied with the opportunity to develop their skills in their job than private sector employees (55% versus 44%).

The CIPD also assessed the most popular and least used methods of L&D. Online learning (28%) and on-the job training (27%) were those most likely to have been received by employees. In contrast, and raising a question about some of the rhetoric about mobile / device based learning, this was a mere 3%. Perhaps disappointingly given the research underpinning its impact only 5% had experienced job rotation, secondment or shadowing. Indeed, CIPDs own research suggest that this type of training is considered by employees themselves as one of the most useful. Coaching is also rated as useful / very useful by 83% even though only 9% have received it in the last



12 months. Online gets a more ambiguous response - only rated useful by under three-fifths of respondents.

The 70th edition of the CIPD Annual Conference is taking place 8 - 9 November in Manchester, UK. It will focus on the major shifts that are affecting organisations, the HR profession, and the world of work at large. The digitalisation of work, the impact of technology on jobs, the macro

socio-political changes around us, and the increased pace of organisational transformation are examples of a new world of work that is already upon us. A new world which presents major challenges and opportunities for business leaders and the people profession.

The conference programme is aimed at empowering HR and L&D professionals to become a driving force for the good of organisations, individuals and the wider society. Through a wide variety of topic areas and learning formats, the Conference will look at how we need to change and modernise our people practices not only to succeed in a new reality of work, but also to shape a fairer future that will benefit everyone.

More details at [cipd.co.uk/annual](http://cipd.co.uk/annual)

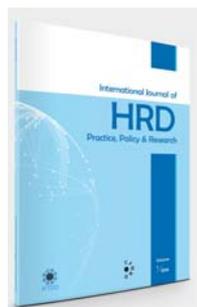
## Skills and Employability in Africa

### Successful first "Human Capital Development in Africa" Conference

The first of what is hoped will be an annual conference focussing upon HRD In Africa was held in Addis Ababa at the end of August. Nearly 350 participants attended the conference, representing faculty and students from several local and regional universities, private sector companies, such as Ethiopian Airlines, Ethio Telecom, and Commercial Bank of Ethiopia, and representatives from several government ministries. The conference was organized by i-Capital Africa Institute, in partnership with AHRD, IFTDO, Addis Ababa University, and Jimma University. A generous financial grant was provided by the German Foundation, GIZ (Deutsche Gesellschaft für Internationale Zusammenarbeit).



The over-arching theme of the Conference - Employability and Skills Development – is at the heart of HRD, along with the Conference for main sub-themes:



- HRD and Workforce Development
- Workplace Learning
- Knowledge and Technology Transfer
- Learning and Performance

A Special Issue of IFTDO's journal, *The International Journal of HRD Practice, Policy & Research*, will be published in 2018 reflecting the papers and contributions made at the Conference. The prospect of a Special Issue on HRD anchored in an African context and with an African perspective is exciting.

This is an underdeveloped and poorly understood aspect of international HRD. It potentially offers a contribution to the community of HRD scholarly practice of considerable importance. Whilst it is recognised that many contributors may be 'new writers' this is exactly the sort of initiative the Journal is keen to promote – to promote and nurture HRD scholar practitioners wherever they work.

To assist the process Prof Darlene Russ-Eft, Oregon State University, USA, conducted a one-day new writers workshop preceding the Conference, which included a dedicated voice over PowerPoint from the Editor of the *Journal* outlining the Special Issue and its potential contribution. The editors of the Special Issue will be Ronald L. Jacobs, University of Illinois, Darlene Russ-Eft, and Gemechu Waktola, Addis Ababa University.

### Employability Skills Summit

The IFTDO Board have approved, in principle, a proposal to hold an IFTDO Summit on Skills for Employability and Wealth Creation to be organised in

20-18 or 2019. The summit is expected to bring together global experts to discuss and exchange ideas on themes such as education based on market demand, vocational skillsets, entrepreneurial capabilities, access to funds and wealth creation. The initiative is being driven by the Developing Countries Committee, chaired by Tayo Rotimi, in partnership with Nigerian Institute of Training & Development. The Ministry of Wealth Creation and Employment of Lagos State Government has expressed its willingness to partner and support the proposed Summit. The engagement of other stakeholders including the Chartered Institute of Personnel Management of Nigeria and the Nigerian Employers Consultative Assembly is planned.

A framework for the Summit is expected shortly.

## HRDC (Mauritius): National Skills Development Programme



Tackling youth unemployment is vital for ensuring the sustainable economic and social future of Mauritius. To address this issue, the Mauritian Government has announced various budgetary measures. One such measure is the setting up of the National Skills Development Programme (NSDP), which is being implemented by IFTDO Member the Human Resource Development Council (HRDC) of the Republic of Mauritius, in collaboration with various stakeholders from both the public and private sectors. The main objective of this programme is to train unemployed young individuals aged from 16 to 35 years in technical skills that are in high demand in the following sectors: (i) ICT; (ii) Tourism and Hospitality; (iii) Nursing and Paramedics; (iv) Construction; (v) Manufacturing; (vi) Financial services; (vii) Logistics; and (viii) Other sectors.

Training offered under the NSDP is based on relevant needs of the industry. The training programmes comprise classroom training, practical and industrial placement for a period of 3 to 12 months. Work placement is a mandatory component of the NSDP which is intended to help trainees develop their skills while building links with the labour market. The support of enterprises is vital for the successful implementation of this programme. Under the NSDP, each trainee receive a monthly stipend of MUR 5,000 (approximately USD 151) and an additional MUR 1,000 (approximately USD 30) as monthly travelling expenses, based on attendance and upon satisfactory participation in the training. All training programmes under the NSDP are financed by the HRDC.

The collaborative nature of the programme between the public and private sectors, especially employers and industry associations, is contributing towards empowering unemployed youth through training and placement in areas of high demand in order to supply relevant skills to various sectors of the economy.

Further information on the NSDP in Mauritius can be obtained at: [www.nsdp.hrdc.mu](http://www.nsdp.hrdc.mu)

## EMT-CREED: Responding to climate change threat to SDGs



IFTDO Associate Member EMT CREED argue powerfully that there is no doubt that climate change will hinder the attainment of the new Sustainable Development Goal's (SDGs) if robust and ambitious solutions focused on mitigation and adaptation are not put in place. They question how we can bridge the Climate Change induced gap on continuous socio economic growth and sustainable development in Africa and other developing countries? A broad and inclusive perspective on HRD

is central to EMT CREED's view of the way forward. "We need to build human and infrastructural capacities towards a climate change knowledge economy that supports innovative thinking (innovation), creative research, learning and development. Thus bridging the knowledge gap and skill deficit to climate change problem solving is crucial".

EMT CREED highlighted two recent initiatives to IFTDO News:



Food security and livelihood opportunities are priority areas of concern for EMT CREED. To support discussions and engage stakeholders to take action EMT CREED staged a campaign at a rural community in one of Nigeria's South Eastern states called Imo State to mark June 5th, 2017 World Environment Day. One outcome was a showcase garden; creative concept of a young Nigerian who is putting lessons learnt from his undergraduate studies to earn a living and to support livelihood opportunities of those around him through an improved domestic gardening. Uchenna is a young graduate of Crop Science Engineering who graduated from the Faculty of Agriculture, Federal university of Technology, Owerri. He confirmed to EMT CREED, that if given support and funding, he can scale up his garden to a big vegetable farm that can feed the entire local community.

EMT CREED took their message and awareness campaign to the university campus with a presentation to a cross section of senior lecturers and members of the academia at the department of forestry of the Rivers State University in Port Harcourt. The presentation focused on solving the climate crisis with the help of our forest eco-system and the urgent need to reduce deforestation.

EMT CREED publish The Climate Times and which can be viewed at: [www.climatetimesharing.com](http://www.climatetimesharing.com)

EMT CREED's web site is: <http://www.environmenttargets.com/>

### IFTDO's Social Media links



IFTDO's Facebook, LinkedIn, and Instagram links are all operational and members are encouraged to visit them and post articles, or events for greater mass appeal. Also to LIKE our pages!!

<https://www.facebook.com/iftdo>

<https://www.linkedin.com/company-beta/17889363/>

Additionally the IFTD video is now available on You Tube at

[https://www.youtube.com/watch?v=w4\\_1-XwvAsY&t=51](https://www.youtube.com/watch?v=w4_1-XwvAsY&t=51)

### IFTDO Global HRD Awards 2018-Announcement

The IFTDO **Global HRD Awards Program**, recognizes the achievements of organizations and their people. It also provides a valuable database of success stories to inspire and guide others. Entries (submissions) for this program are solicited globally and past recipients represent a wide range of organization types and valuable performance results achieved. The Awards are given from the donation by Dubai Police Academy and the sponsorship by Saudi Aramco.

There are two award categories:

1. **Best HRD Practice**
2. **Research Excellence Award**

Submissions are evaluated, by a respected panel of judges, against the criteria outlined for each of the two awards. The panel of judges will select an Overall Winner from the two highest rated submissions, one from each category. The Overall Winner is awarded a prize of \$5000, along with a memento and a Certificate to note their achievement. The remaining best Category submission receives a prize of \$2000 along with, a memento and a Certificate to note their achievement. In addition, the cost of the cheapest economy airfare, plus participation in the IFTDO World Conference, plus 3-nights hotel accommodation for one representative to attend the Conference and the Award ceremony, for the Overall and remaining Category Winners, is covered by IFTDO.

#### How to Enter

Rules of Entry and Entry forms are available via the IFTDO website <http://www.iftdo.net/global-hrd-awards> Entries may be submitted by IFTDO member organizations as well as by other organizations who are presently not members of IFTDO. Please note there is a separate entry form for the Research Excellence Award.

#### Key Dates and Deadlines

October 31, 2017-5 pm (GMT) - Closing date for all entries.

December 31, 2017 - Decision by the Judging Panel.

March 20-22, 2018- Presentation of Awards at the 47th IFTDO World Conference in Dubai, UAE

#### Please send entries by email to

Dr. Uddesh Kohli,  
Secretary General, IFTDO,  
at [sgiftdo@gmail.com](mailto:sgiftdo@gmail.com) or [ukkohli@yahoo.co.in](mailto:ukkohli@yahoo.co.in)

### Past IFTDO Global HRD Awards

The Awards were instituted in 2009. Members can see the winners of past awards 2009-2017 and summaries of some of the winning entries by logging in at the web site [www.iftdo.net](http://www.iftdo.net), using log in ID and password given to each member, then clicking on Members Area. In case of any difficulty, please email to [sgiftdo@gmail.com](mailto:sgiftdo@gmail.com)

## Global Talent Crisis Lies at Heart of Inequality Debate

The recently released WEF [Human Capital Report, 2017](#), finds countries' failure to adequately develop people's talents is underpinning inequality by depriving people of opportunity and access to a broad base of good-quality work. Investments in education often fail due to inadequate focus on lifelong learning, failure to develop high-skilled opportunities and a mismatch of skills required for entering and succeeding in the labour market. Efforts to fully realize people's economic potential – in countries at all stages of economic development – are falling short due to ineffective deployment of skills throughout the workforce, development of future skills and adequate promotion of ongoing learning for those already in employment. These failures to translate investment in education during the formative years into opportunities for higher-quality



The Global Human Capital Report 2017

Preparing people for the future of work



work during the working lifetime contributes to income inequality by blocking the two pathways to social inclusion, education and work. By "human capital" the WEF mean the knowledge and skills people possess that enable them to create value in the global economic system. This focus has been chosen specifically so that the Index quantifies key concepts and provides a practical tool to policy-makers and business leaders.

The report measures 130 countries against four key areas of human capital development; **Capacity**, largely determined by past investment in formal education; **Deployment**, the application and accumulation of skills through work; **Development**, the formal education of the next generation workforce and continued upskilling and reskilling of existing workers; and **Know-how**, the breadth and depth of specialized skills-use at work (Figure). Countries' performance is also measured across five distinct age groups or generations: 0-14 years; 15-24 years; 25-54 years; 55-64 years; and 65 years and over.

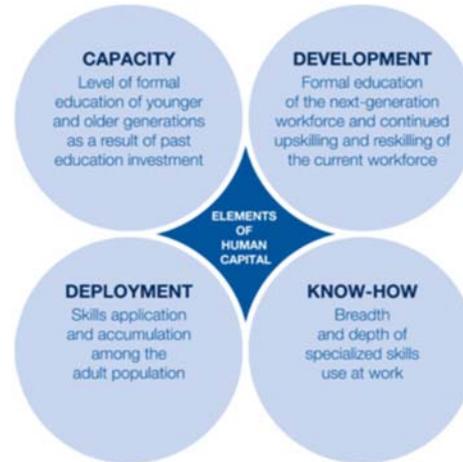
According to the report's Human Capital Index, 62% of human capital has now been developed globally. Only 25 nations have tapped 70% of their people's human capital or more. With the majority of countries leveraging between 50% and 70% of their human capital, 14 countries remain below 50%.

The top 10 is topped by smaller European countries – Norway (1), Finland (2), Switzerland (3). At a regional level, the human capital development gap is smallest in North America, followed by Western Europe, Eastern Europe and Central Asia, East Asia and the Pacific, Latin America, and the Middle East and North Africa. **Sub-Saharan Africa** is the lowest-ranked region in the index.

A fundamental tenet of the report is that accumulation of skills does not end at a formal education, and the continuous application and accumulation of skills through work is part of human capital development. All too often economies already possess the required talent but fail to deploy it.

While much is often made of intergenerational inequalities when it comes to the realization of human capital, the report finds every generation faces

considerable challenges when it comes to realizing individual potential. For example, while younger people are consistently better off than older generations when it comes to the initial investment in their education, their skills are not always deployed effectively and too many employers continue to look for ready-made talent. The problem of under-deployment of skills among the young also affects those coming towards the end of their working life. Meanwhile, few among those currently in employment – across all age groups – are gaining access to higher skilled work and opportunities



to enhance know-how." The Fourth Industrial Revolution does not just disrupt employment, it creates a shortfall of newly required skills. Therefore, we are facing a global talent crisis. We need a new mind-set and a true revolution to adapt our educational systems to the

education needed for the future work force," said Klaus Schwab, Founder and Executive Chairman, World Economic Forum.

**Ed Note:** The Report can be downloaded here: <http://reports.weforum.org/global-human-capital-report-2017/> Country by country data is available in the full report.

## HR/HRD Standards: a call to action

All HRD professionals, whatever their site of practice, need to get involved in standards setting and revision processes at national as well as at international levels. This was a call to action issued by Valerie Anderson, Reader in HRD at Portsmouth University, in her keynote to the University Forum for HRD (UFHRD) Conference at Lisbon in June.

### Why Bother?

The case for HRDs engagement with Standards was powerfully presented. Firstly, Standards are everywhere. Almost all areas of social life are governed by standards – environmental standards, safety standards, financial reporting standards; advertising standards etc. And, importantly, training is an integral part of such standards. BSI Search results for "knowledge management" in standards that are for sale found 68 results and for 'training', 709 results.

Secondly, Standards are one of the defining characteristics of a profession. Within the world of HR professional bodies have constructed proxy standards to which members are expected to adhere, such as the ATD Competency Model, SHRM Certification Standards, CIPD Profession Map. In addition, scholarly organizations such as AHRD attend to standards of ethical and professional conduct for their members. Despite the strength of such arguments Valerie noted relatively limited progress as regards the development of any national or international standards in the HR/HRD field. "We have lots of policies and practices in different areas but no agreed standards to guide and characterise the value and treatment of people in work organizations". Recent corporate scandals (Enron, VW, Barclays) were noted and which had led some to the presence and influence of HR and

	Rules-Oriented	Principles-oriented
Purpose/focus	Compliance	Emergent practices
Organizing principles	Authority; audit; structured	Accountability; Application in context
Time - orientation	Short-term	Long-term
Risk / flexibility	Inflexible	Long-term
Content / Detail	Highly detailed	Focus on core principles / values

Figure : Standards - competing paradigms

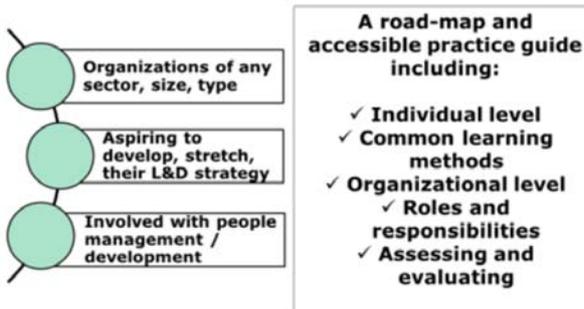
HRD. Certainly, such events had “increased interest in the grounding assumptions about the nature of ‘human resources’ and the way that people are managed and treated in work organizations”.

**Challenges**

Valerie highlighted a critical tension in the development of HR standards. She argued there were competing paradigms (See Figure) between ‘rules-oriented’ standards and principles oriented standards and we also have here no clear agreement about which paradigm is most appropriate for emerging standards in the HR area.

Focusing on the outputs of the BSI, in contrast, for example, to those of ANSI, Valerie argued these did reflect a more principals based approach So, for example in relation to L&D. This standard, importantly, is not aimed at HRD specialists – rather it is part of the process of encouraging learning

**A Guide to Learning and Development**



and development into all organizations regardless of their size or sector and in all aspects of organisational life.....“We hope it will be used by SMEs, by consultants working with non-traditional organizations and by line managers who, we know, make the most difference to the individual and organizational development opportunities of people in work organizations”.

Concluding, Valerie argued that HR standards were here to stay and were too important to be ignored or dismissed as an irrelevance to the advancement of HRD scholarly practice. HR standards will have important consequences for HRD identity, pedagogy, education, and practice. Importantly, Valerie warned of the dangers of a dominance of predictive and performative standards and that the HRD community must involve itself in standards setting and revision processes to ensure that an inclusive HRD perspective is not lost from the process. Standards development in the HR field presented an opportunity for both practitioners and scholars to champion learning and development as an integral feature of work at individual, work-group, organizational, and societal levels. “If we really believe in development as important for sustainable organizations and meaningful work then HRD involvement in this process is an important ingredient in debates about the underlying principles of HR standards and their individual and organizational focus.”

**Ed Note:** Valerie Anderson represents the UFHRD in developing UK and International standards in people management through committee membership in the British Standards Institute (BSI) and International Standards Organizations (ISO).

**High female education and low labor participation rates: IFAD and ILO tackle the "MENA gender paradox"**

Rates of female education in the Arab World have increased dramatically - a factor usually leading to higher levels of employment. Why, then, is female labor force participation in the Arab World not only the lowest in the world, but also rising very slowly? This was one of the questions addressed at a policy forum on gender and labour markets in the Arab world (July Amman, Jordan). The forum was conducted by the International Labour Organization (ILO), under the International Fund for Agricultural Development (IFAD) regional grant on gender monitoring and evaluation in the Near East and North Africa (NENA). The IFAD and ILO partnership, also known as the "Taqeem Initiative", looks to build evidence on "what works" in effective rural labour market strategies for women and young people.

Prof. Ragui Assaad, University of Minnesota, USA, discussed what he called "the MENA paradox".

Rural young women are both increasingly educated and increasingly unwilling to engage in traditional agriculture work.



Thus, because of limited mobility and limited modern employment opportunities in their local labor markets, they are increasingly unemployed or withdrawing from the labor force altogether. Arguing against the idea that this is simply a story about conservative cultural values restricting labor supply the idea of "reservation working conditions" was considered helpful - the minimum working conditions that a woman (and her family) will accept.

"Educated women in the Arab World are seeking higher rates of market work if such work can meet their 'reservation working conditions,'" Professor Assaad explained. In countries like Jordan, Egypt and Tunisia, this means work places must do the following: preserve women's sexual and reputational safety; prevent contact with male clients or owners and bosses in non-public spaces; be geographically accessible without excessive commuting; and be located inside fixed establishments, protected from passers-by. "Generally, this means larger workplaces with many other women present," said Assaad.

To support his claims, Assaad cited primary data gathered from some 1,000 interviewees as part of a recent ILO study on Jordanian labor market challenges by Susan Razzaz. The study quoted one male Jordanian manufacturing worker as saying: "As long as I am alive, I will never let my sister work in manufacturing. The employers are very rough. I don't trust them to not yell at my sister or harass her." When these conditions are not met, many women stay home, Assaad said. Achieving gender equality goals under the 2030 Agenda can only be achieved through concerted effort and unique partnership, such as that between the ILO and IFAD in the Near East and North Africa.

● **Delivering Diversity**

British businesses must break their "silence" on the under-representation of black, Asian and minority ethnic groups (BAME) in key roles, according to new research commissioned by the British Academy of Management (BAM) and the Chartered Management Institute (CMI). Just six per cent of management jobs in the UK are held by minorities. Despite this, Delivering



Diversity finds that only 54 per cent of FTSE100 leaders are seen to be actively championing greater diversity in their companies, with just 21 per cent revealing their current diversity levels through published progression targets and data. Delivering Diversity, argues that full BAME representation would be worth in the region of 24 billion a year to the UK economy.

The report highlights the everyday challenges facing BAME managers and how BAME issues are represented and managed by FTSE companies. The recommendations for policy changes to be made by companies and government include:

- Create more opportunities for senior leaders to meet emerging BAME leaders and build diverse networks.
- Build line managers' capacity to deliver diversity
- Identify and use 'next up' mentors and role models, not just remote senior leaders. Make mentoring the norm and use mentoring circles and reverse mentoring
- Build diversity training into management and leadership development and make it a requirement for career progression

The report is available to download at: [http://www.managers.org.uk/~media/Files/PDF/Insights/CMI\\_BAM\\_Delivering\\_Diversity\\_2017\\_Full\\_Report\\_Website\\_Copy.pdf](http://www.managers.org.uk/~media/Files/PDF/Insights/CMI_BAM_Delivering_Diversity_2017_Full_Report_Website_Copy.pdf)

## ILO to establish Global Commission on the Future of Work



The formation of a Global Commission on the Future of Work marks the second stage in the ILO's Future of Work Initiative. Its job is to undertake an in-depth examination of the future of work that can provide the analytical basis for the delivery of social justice in the 21st century. The Commission will produce an independent report on how to achieve a future of work that provides decent and sustainable work opportunities for all. This report will be submitted to the centenary session of the International Labour Conference in 2019. The Commission will be co-chaired by Ameenah Gurib-Fakim, President of Mauritius, and Stefan Löfven, Prime Minister of Sweden.

Over the past 18 months, the ILO's tripartite constituents - governments, employer and worker organizations - have held national dialogues in over 110 countries in the run-up to the launch of the Global Commission. The Commission will focus in particular on the relationship between work and society, the challenge of creating decent jobs for all, the organization of work and production, and the governance of work.

Speaking at the launch, ILO Director-General Guy Ryder reminded the audience that these were key issues of our time which increasingly occupy political life and define hopes, and sometimes fears, of families across the world. "It is fundamentally important that we confront these challenges from the conviction that the future of work is not decided for us in advance. It is a future that we must make according to the values and preferences that we choose and through policies that we design and implement," he said.



Ed Note: The ILO's Future of Work Portal is well worth a visit - go to <http://www.ilo.org/global/topics/future-of-work/lang-en/index.htm> There is an excellent short video and various other resources including emerging trends and a new report which offers a summary of the panels which brought together leading economists, academics and representatives from governments and social partners.

## Compliance training versus compliance performance

Towards Maturity have explored how global compliance programmes are evolving and what practices are required to adequately protect organisations from threats related to increasing globalisation, technological advances and the evolving regulatory environment. The findings show that while more time is spent on compliance training than on any other formal learning and development, there's a significant gap between the desired and actual outcomes; 95% of respondents want to change their workplace culture and 81% of the workforce is involved in mandatory training each year. Despite this, only 27% of organisations seeking evidence of a change in behaviour in their workforce, believe they are actually succeeding and only 15% believed their current approach actually achieved this.



The survey results compare ethics and compliance programme goals and performance from 2013 to 2017, identifying what's working and what the barriers to success are. Some of the key insights gained include:

- Targeted, position-based training to empower ethical decision making is essential. Respondent feedback indicated, on average, that 61% of employees in their companies receive the same learning content as everyone else in the company, despite the risk profile for each role being entirely unique with its own set of challenges.
- Extending compliance training to third-party network significantly reduces business risk. Evidence suggests the provision of third-party ethics and compliance training to contractors, vendors and suppliers reduces an organisation's third party risk by up to three times. Despite this only 19% of organisations currently allow third-parties access to their compliance training.
- Mapping learning requirements to business process pays dividends. Mapping learning outcomes to business processes generates significant benefits including enhanced compliance with regulator's requirements for training, reducing insurance premiums by 12% and, in the case of serious misconduct, reducing potential penalties a company faces by 16%.
- Engaging content and delivery methods are essential. 46% of respondents report a major barrier to learning was that content is dull and delivery is lacking in engagement.

"Comparing data from 2013 and 2015 with this year's results, it's clear that culture isn't shifting as fast as it needs to for organisations to be able to adequately respond to the new wave of technology driven risks. This research brings new evidence to the table; new insights that will drive more effective changes to ethics and compliance learning programmes and ensure success," said Laura Overton, CEO of Towards Maturity.

## Towards Maturity joins Emerald Group

The move brings together two businesses with the shared goal of delivering rigorous research that has a practical impact in business and management. This strategic acquisition by Emerald, one of the largest publishing houses worldwide, reflects its aim to help business professionals and managers learn and make decisions based on the best evidence. Richard Bevan, Emerald Group CEO, comments: "We've been extremely impressed

by the work of Towards Maturity over the last 14 years, in advancing understanding among the professional learning community and helping organizations use learning data to directly improve their business performance.

## HR, HRD and the Gig Economy: Questions and Implications



The 'gig economy' and 'gig working' are recent additions to the vocabulary of HR/HRD; a feature of what the WEF call the Fourth Industrial Revolution, raising important questions about how economies - advanced and developing - are managing the rapidly changing relation between technology and work. The 'gig economy' - alternatively labelled the 'demand economy', and even the 'Uber economy' after the San Francisco based taxi company proclaimed its drivers were not their employees (see Box) - has emerged in the digital era of the last 10 - 15 years. A Google search describes it as a labour market characterized by the prevalence of short-term contracts or freelance work as opposed to permanent jobs. It seems to polarise opinion. On the one hand, it is proclaimed as a brave new world of flexibility, choice, and new patterns of work. For others, it captures nightmare scenarios where 'gig workers' are poorly paid, subject to job insecurity, degrading working conditions and furthermore, contributes to the steady erosion of meaningful and enriching work.

The UK's Leadership Institute suggests an hourglass characterisation: people at the top comprise highly-skilled, sought-after talent that is relatively well paid and, indeed, expects to work flexibly. Workers at the bottom end of the hourglass, however, are likely to be on temporary, fixed-term, zero-hour contracts and have a number of jobs that could be characterised as insecure, low-paid work. Clearly of some importance in the Leadership Institute's characterisation is the nature of work and the limited power of those with a limited skill base. Critically, though, the key issue is how any one employer seeks to pursue a business model based on labour flexibility. Even in respect of low and unskilled work it does not necessarily mean a return to Taylorist principles and ignoring all responsibility for workplace engagement, training and development and reward. This is a choice of the employer. A recent PwC report, *The Future of Work*, implies that most HR departments are failing to get to grips with the issues. It found that less than one-third of employers are basing their future talent strategies on the rise of the portfolio career, even though 46% of HR professionals expect at least 20% of their workforce to be made up of contractors and temporary workers by 2020. A 2014 CIPD survey into agile working echoed this, with the majority of HR leaders who responded saying their primary concern with employing non-permanent staff related to quality of work issues. Only about half provided training to casual workers and a mere third offered them performance appraisals. The figures were even worse for agency staff and self-employed people.

### "Good work": the Taylor review of modern working practices

In September, 2016, responding to growing concerns about aspects of the changing labour market, the UK government commissioned an independent review to be led by Mathew Taylor. The brief was to look at how employment practices need to change in order to keep pace with modern business models and to examine how flexibility can be maintained while also supporting job security and workplace rights. Of greatest interest in Taylor's work was what the review would say about the so-called gig economy. Reporting in July, the Taylor Review seeks to promote 'good quality work for all'. "Good Work is shaped by working practices that benefit employees through good reward schemes and terms and conditions, having a secure position, better training and



Uber, the San Francisco based taxi company, had argued that its drivers were not their employees, but were instead self-employed contractors, and were therefore not entitled to minimum pay, sick-leave, or paid holidays. In the UK, the GMB union have challenged this position on behalf of two Uber drivers. A London employment tribunal towards the end of 2016 decided in their favour. According to the tribunal, 'The notion that Uber in London is a mosaic of 30,000 small businesses linked by a common 'platform' is to our mind faintly ridiculous.' Uber is challenging this ruling, so there may well be further changes down the road, but if this decision stands, it will have huge repercussions for the entire industry that goes by the name of the "Gig Economy". The rhetoric underpinning this sector is the same rhetoric used by Uber - that it is worth sacrificing employment benefits such as minimum wage in order to get the flexibility of not having to be an "employee".



Note: The 'gig economy' is sometimes referred to as the 'Uberfication of work'.

development, good communication and ways of working that support task discretion and involve employees in securing business improvements." (Taylor Review, 2017).

Whilst much of the media focus on the Taylor review was on the proposed renaming of 'workers' as 'dependent contractors', the review touched on almost every aspect of work, from the apprenticeship levy to careers advice in schools. Commenting on the Review Peter Cheese, Chief Executive of the CIPD, argued that businesses need to take greater responsibility for the quality of work, opportunities for progression, and fair treatment of all their workers. The review rightly highlights the need for wider changes to boost the number of people in better paid, better quality work, such as enhancing the enforcement of existing standards, improving the quality of careers advice and guidance, boosting life-long learning and making the apprenticeship levy more flexible.....It is vital the Government develops these ideas as part of industrial strategy to ensure that the Taylor Review has lasting impact on work quality in the UK."

The CIPD has responded to all six key areas of the Review, which are security, pay and rights, progression and training, balance of rights and responsibilities, representation, opportunities for under-represented groups and new business models. The response can be found at <https://www.cipd.co.uk/news-views/policy-engagement/consultations>

### Some final notes and questions:

- What is the extent of so-called 'gig working'? PwC, suggest it is a mere 2% of the total UK labour market. What is the picture in different countries worldwide?...and in different sectors?
- To what extent are predictions about the impending dramatic rise of 'gig working' overplayed? The US based Economic Policy Institute conclude that "based on current data there is no reason to believe that in the near or intermediate future a large and growing share of people will obtain their main source of income from freelancing or doing gig work.
- What are the critical implications for HRD? Given the likelihood that those in the top half of the 'hourglass' are likely to be more predisposed to taking responsibility for their own development the main challenge would appear to lie in a positive response by HRD professionals to manage creatively and imaginatively the learning and development opportunities for those employees at the bottom end of the hourglass.

## Organizational Change Explained: Case studies on transformational change in organizations

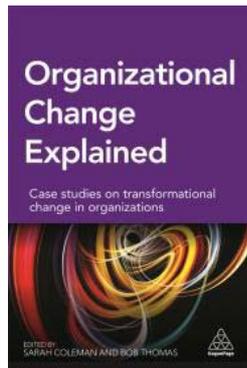
Sarah Coleman and Bob Thomas (Eds), Kogan Page, 2017

*Organizational Change Explained* shares stories and insights from experienced change practitioners so professionals can reflect on their own work and consider strategies and approaches to any organizational change issue they may face. Importantly the book is not offering a simplistic checklist of do's and don'ts, but rather the basis for a critical consideration of the learning generated through the analyses presented. The way organizations are approaching change is itself changing: over the past 15 years, the authors argue, "the conversation about organizational change has evolved from the very basic level (for example, an occasional discrete, local change programme) through to a more mature level (for example, where an organization is managing a portfolio of multiple and often overlapping change initiatives). Increasingly change conversations address major, complex transformations, which are unpredictable, iterative, experimental and often involve high risk.

The book is in two parts. Part 1 uses case material across different industry sectors to look at how change is practically shaped, delivered and embedded. Cases include the UK's NHS, GlaxoSmithKline and what the authors suggest is Europe's largest construction project – Crossrail. One chapter focuses on leading change in the not for profit sector. Importantly, each chapter does not simply describe the organisational change in the context of a particular organization or sector. Rather key themes are integrated into and drawn out from the analysis presented. Whilst the 'usual suspects' – resistance to change, communication and engagement, shared vision etc - feature strongly, themes that have emerged in more recent years are also given sound attention. So, for example two chapters draw on insights from applied neuroscience – the impact of organizational change on the brain – and relatedly change behaviours, whilst the growing acknowledgement that leadership of change is not all about the executive level is also usefully explored.

Part 2 uses shorter opinion pieces to understand how change might influence industry sectors and organizations in the future. A highlight is the chapter addressing "the shift from complicated to complex". Here Heather Bewers reflects that as the operating environment of organizations becomes increasingly *complex* (multiple variables, greater unpredictability) rather than just *complicated* (where multi-variable activities are nonetheless fairly predictable and hence capable of planning and controlling) this traditional approach may itself need to change. Change management, Bewers argues, may need to adopt a more iterative format as options are explored and decisions made to scale up accordingly.

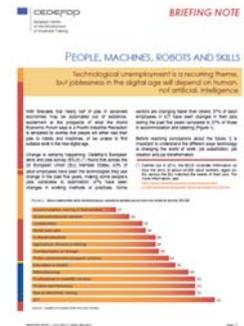
The book is a sound resource; equally well suited to a complete read or being dipped into as necessary. Recognising the latter, the editors provide a very helpful introductory section which summarises each chapter, references the cases and sectors involved, and cross references related chapters. The book is a welcome addition to the voluminous literature on organisational change; principally because it provides accessible insight from real, organisationally based case studies and which can be used by any professional concerned with change management, to help to inform their thinking about how they might approach and manage change.



## People, Machines, Robots and Skills

CEDEFOP Briefing Note 9121

The latest in CEDEFOP's series of Briefing Notes addresses the future of work and the increasingly evident tensions as regards the relationship between technology and work; one with important implications for HR professionals wherever they may operate. With forecasts that nearly half of jobs in advanced economies may be automated out of existence, excitement at the prospects of what the World Economic Forum says is a Fourth Industrial Revolution is tempered by worries that people will either lose their jobs to robots and machines, or be unable to find suitable work in the new digital age. However, the Briefing Note is at pains to point out that speculation about the future is of little value without careful consideration of the different ways technology is changing the world of work: job substitution, job creation and job transformation.



Job substitution is the real source of concern over job losses. Fears that technology will replace labour are not new, but historically technology has had positive effects on employment. Today, as technology becomes cheaper and penetrates deeper into the economy, labour's share of total income is falling. Technology is polarising the labour market, creating high-skilled, well-paid jobs at one end of the scale and low-skilled, low-pay jobs at the other, hollowing out the middle. New technology sectors also tend to employ fewer people. In 2014, the smartphone messaging company WhatsApp, with 55 workers, was purchased for USD 19 billion, the same value as US clothes retailer GAP with 137,000 employees.

Importantly, though, how technology affects employment is complex, dependent upon a range of factors. Critically there are decisions to be made – by governments, by companies, and indeed by professional bodies whose role is to lead, advise and influence the debate and discussion on such issues. IFTDO is but one player in a broad field of interested stakeholders. But, it could do worse than to lend its voice and support to CEDEFOP's conclusions: "Technology does not decide how many jobs there are; how far technological progress translates into a jobless society will come down to human, rather than artificial, intelligence.

The Briefing Note is a concise but informative introduction to one of the most pressing issues facing world economies. It provides an excellent resource to begin a more detailed exploration of how such changes may affect your sector, your industry, company, professional body etc. It is available at: <http://www.cedefop.europa.eu/en/publications-and-resources/briefing-notes>

## CIPD Factsheet: Psychology and neuroscience in learning

Research is continually advancing our knowledge of how psychology and neuroscience can support effective learning. As a result, several neuroscience models are being applied to learning design and delivery, and there's evidence that commonly used models, such as learning styles, are oversimplified. Papers published by Kolb in the 1970s and Honey and Mumford in the 1990s have dominated thinking on the psychology of learning and its application. Many learning practitioners have widely promoted and followed the concept of learning styles. However, increasingly they are considered to be an oversimplification of the complexity of how we learn and have no secure evidential base to support the theory. The Factsheet highlights



that there is a shift underway from the concept of fixed learning styles to flexible learning strategies and learner choice. Importantly, Neuroplasticity shows that learning and change can take place for those willing to engage.

The resource highlights how recent findings from psychology and neuroscience studies offer new perspectives on how to facilitate learning in a 'brain-friendly' format in which learning transfer and retention is more likely. However, this has yet to be translated into widespread changes in practice, leading to a missed opportunity for many organisations to enhance learning effectiveness.

**Ed Note:** The Factsheet can be downloaded from <https://www.cipd.co.uk/knowledge/strategy/development/learning-psychology-factsheet>. Readers do not need to be CIPD members but may need to register with the CIPD at no charge. The same web site includes a useful interview with Jan Hills, Founding Partner and Head of Heart + Brain and explores how neuroscience helps us understand how people learn—and change behaviour—in the workplace.

### ActExs as a Leaders' App Leadership Support (LS-S)



How many of the ideas that have inspired you recently have you actually implemented? Training, workshops and seminars may shed new light on our work but the information overload often leaves us unable to organize it all and reflect on it later. According to a recent Fortune survey, only 7 percent of CEOs believe their companies are building effective global leaders, and just 10 percent said that their leadership-development initiatives have a clear business impact<sup>1</sup>. Although billions, on a yearly basis, are spent on training, it is a new way of thinking about learning and development that is needed.

A very practical tool offers a solution to these issues. ActExs, from [Leadership Support \(LS-S\)](#), offers leaders an innovative product facilitating the digitalization of many management processes. ActExs is a crossover of a note-book, task management system and KPI-based leadership app which will help you follow up on your ideas and actually implement them.

#### ***A hub for the strong leader***

Productivity and focus issues can be overcome by utilising the variety of features which ActExs offers. The app is developed by addressing five pillars which define a strong leader: focus, setting priorities and targets, strong implementation and working on increasing productivity. It turns the personal smartphone into a hub for knowledge and project management. In its core functions, the app follows the principle "Think. Act. Lead":

Think = capture thoughts with annotations, sketches & notes  
Act = implement ideas through integrated task management  
Lead = improve yourself and others via KPIs and feedback

#### ***Advance your leadership competence***

The app enables all content, on or offline, to be collected in one place. With [ActExs](#), you finally get the paper chaos under control and become the well-organized leader your team needs.

It enables the user to:

<sup>1</sup> C. Feser, N. Nielsen, M. Rennie, What's missing in leadership development?. McKinsey Quarterly, August, 2017.

- prioritize by adding specific pages to a document or highlighting certain parts
- set the right targets and assign tasks in your team in the most effective way
- define the task, assign a lead and participants, set a deadline and priority.
- export your inspirations according to your preferences
- never lose track by following your team's actions with a variety of KPIs.

#### ***Embrace digital technology***

Self-optimization is crucial for success. By utilizing the best of what digital technology can now provide, the impact of more conventional training and development can be improved. ActExs offers such a resource; one that does not seek to replace but rather complement and support ongoing leadership development initiatives and activities.

ActExs is a mobile application available for [Android](#) as well as for [iOS](#).

**Ed Note:** IFTDO News first reviewed ActExs in Issue 1, 2017. However, Alex Puschkin from LS-S Leadership Support explained to IFTDO News that they have discovered that this product is used largely by those in a leadership role. "With this app no important idea is lost and it quickly leads to concrete actions."

## CALENDAR

CIPD; Organisation Development Conference & Workshop 2017, 11-12 October, London More details from: <http://www2.cipd.co.uk/events/organisation-development>

World of Learning Conference & Exhibition, 17 & 18 October, NEC Birmingham, UK. More details from: <https://www.learnevents.com/>

International Conference on Human Resource Development in the Public Sector, 24-25 Oct, Taipei, Taiwan. Theme: "The Trends and Challenges in International Human Resource Management", More details from: [http://www.csptc.gov.tw/\\_hrd/2017/index-en.html](http://www.csptc.gov.tw/_hrd/2017/index-en.html)

ATD China Summit; New Learning Era; 26 – 27 October, Shanghai, China. More details from: <https://www.td.org/Events/China-Summit-2017>

ATD 2017 Asia Pacific Conference and Exhibition in partnership with the Tze Chiang Foundation of Science and Technology; 8 – 10 November; Taipei, Taiwan. More details at: <https://www.td.org/APCConf>

CIPD Annual Conference; 8 – 9 November, Manchester, UK. Theme: Embracing the new world of work. More details from: <https://events.cipd.co.uk/events/annual/>

International HR/HRD Research Conference in Asia; jointly sponsored by Academy of Human Resource Development & AHRD-india; 8 – 10 November; Indian Institute of Management, Ahmedabad. Theme: **Sustainable development of human capital : exploring perspectives from grassroots to global research & practice.** More details from: <http://ahrdindia.org/>

**European Association for Practitioner Research on Improving Learning (EAPRIL) Conference** 28 Nov – 1 Dec, Hameenlinna, Finland. EAPRIL is unique in bringing together those interested in the crossroads between research and practice but also between education and professional learning. More details from <https://www.eapril.org/eapril-2017>

Learning Technologies. Europe's leading showcase of organisational learning and the technology used to support learning at work. 31 Jan - 1 Feb, 2018, Olympia, London. More details from: <http://www.learningtechnologies.co.uk/welcome>

AHRD Conference in the Americas; 14 – 17 February, 2018, Richmond, Virginia. More details from: <http://www.ahrd.org/events/EventDetails.aspx?id=910788>



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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.

### Welcome New Associate Members:



**WhiteSwan Consulting Group, India.** The organization is committed to enhancing Organizational Effectiveness' through its provision of customized training solutions, corporate social responsibility (CSR) 360-degree consulting & high impact projects, sustainable development & social innovation solutions



**All India Institute of Local Self Government.** The Institute seeks to enhance local governance by supporting local; bodies in achieving excellence in local service delivery. It undertakes research project and seminars / workshops to enable it to achieve this.



**Taibah Training and Consultancy Group (TTCG), Kuwait.** Established earlier this year the TTCG Group seeks provide specialized training and consulting services.



**Football Association Academy for Sports Management LLC, Dubai UAE.** The Academy is an educational, training and special programs hub under the umbrella of the UAE Football Association (UAEFA), aiming at enhancing the required skills of all members of the football community.



**James Lind Institute, India.** James Lind Institute (JLI) is a global education institute based in India. With students from more than 40 countries enrolled across multiple training programs, JLI is one of the world's largest clinical research and healthcare training providers.

Also: **Laucala Island Resort Limited, Fiji**

## IFTDO MEMBERSHIP APPLICATION

#### Category of Membership applying for:

**FULL MEMBER** (USD\$1200)

Subscription is less for small professional societies. See below

**ASSOCIATE MEMBER** (USD\$420)

Official Organisation Title

Address

Telephone

Fax

Website

Name & Title of Contact Person

E-mail

#### Payment Choice:

Invoice requested

Director transfer to IFTDO Account (Ask for Account No.)

International Bank Draft or cheque drawn on U.S. Bank (ask for Address to which cheque to be mailed)

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

Number of individual members \_\_\_\_\_ Number of organisational members \_\_\_\_\_

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