

# Newsletter

September 2012

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## Welcome

Filippo Abramo, EAPM President



The present markets' scenario is deeply influenced by two main driving forces, globalisation and economical and financial crisis affecting a relevant number of european countries.

Globalisation is nothing new but is influencing a lot HR practices around the world: HR professionals more and more are requested to manage on a global scale diversity, talents, compensation, communication and organisation structures.

The crisis, on the other hand, is creating dramatic problems related to restructuring, redundancies, relocation of operations and people, retraining of workforce. These situations have, of course, heavy consequences for HR professionals who are called to solve problems with deep social implications.

Therefore, the above scenario requires that HR professionals must be, at the same time, inside and outside their companies. In other words, they should:

- a) understand both company needs in terms of human capital and what is happening outside the company (in social, technological, economic and demographic terms)
- b) combine together, in real life, these sometimes conflicting needs in the interest of their companies.

These increasing expectations versus HR profession are influencing a lot the required HR competencies: we need to broaden our perspectives in order to assist our companies facing new challenges in terms of new markets, products' development, integration of different cultures.

All these challenges can be won by companies only with talented, motivated and engaged people and this is the typical arena of HR people: it is not going to be an easy task but is fundamental for the sustainability of business in the long run.

Finally, a tentative sum up of the mission of HR profession in the present scenario could be the following:

*'To contribute to the development of a sustainable business through a competent and effective human capital management, combining together economical performance and social performance.'*

In my view, if HR people will be able to do that, they will be recognised by companies and by employees as a true actor of change and, therefore, eligible to become a partner at Board level.

# Perspectives



## Norway

### **Extreme learnings from horror**

Anders Behring Breivik's horrifying terrorist act on Friday 22 July 2011 hit the front pages and prime time news all over the world. The killing of 77 people, among them 69 youths, left the relatively peaceful country of Norway in a state of shock.

The terrorist was sentenced to life in prison in August 2012. About the same time, a report from the so called '22/7 Commission', led by respected lawyer, business leader and previous HR director of Norsk Hydro, Alexandra Bech Gjørsv, went public. The report's almost clinical investigation into what made 22/7 possible has hit political, governmental and police leadership with a force that already has driven many leaders from their posts.

The Commission revealed serious structural weaknesses from the Prime Minister down to the police officers in operational service. Specifically two areas where 'everything' went wrong were highlighted: Leadership and communication. From the Prime Minister who showed a 'it's no big deal' attitude to the safety of the Governmental district; the people responsible for emergencies that did not have the access codes to the emergency contingency plans; the police officers who opted to direct traffic rather than leave for the island where the killings were in progress, revealed with brutal clarity a 'laissez-faire' attitude. There is little doubt that the number of people who lost their lives on 22/7 would have been smaller, had the Government, ministries and law enforcement agencies worked as intended.

After the fact, the diagnosis proponents are diligent and many, and for an observer, words like '20/20 hindsight' come to mind. In a more reflective analysis, Jan Wiese of HR Norway sees this from a perspective of a leadership culture in the political environments that has not managed to modernise and adapt at the same pace as the rest of society.

*'There is a growing difference between politicians and other leaders,' says Wiese. 'While business and work life in general has adopted a leadership philosophy where objectives are met through involvement, collaboration and development of talent are central, the political environment is led by people shaped by an ideal of "winning discussions" and beating opponents. The value gap between politicians and the executive leadership*

*of ministries and government agencies, is the real case behind the lack of action'.*

Grete Skeie in HR Norge refers to a statement the leader of the commission made to a reporter, where ms. Gjørsv said that leadership, culture and attitudes are the most important focus areas for governmental and public agencies.

*'Culture starts at the top, and attitudes are infectious' says Skeie. 'Those of us working with HR know the importance of these focus areas – as well as how difficult it is to work with it'.*

She points out that although this is primarily a responsibility of senior management, HR professionals in public administration also have much to learn from 22/7.

*'To create a management culture in an organisation is without a doubt a senior management responsibility. To change a management and organisational culture and create the right attitudes is a long-term effort on which senior management and HR must collaborate. Management alone will not be able to do it, and HR has no chance without management taking their share of responsibility,' she says, adding:*

*'That said, it is important to note the report's wording on the importance of a culture in which the individual feels a responsibility to speak up when things are derailing.'*

*'HR as well has a clear role in challenging senior management when an unhealthy culture is developing, whether at senior management level, or other levels in the organisation.'*

These insights are obviously starting to seep into the political leadership of the/this still traumatised country. Many aspects, however, indicate(s) that other professions - including HR - today are more concerned with pointing out others' shortcomings than they are to consider whether there are learning lessons here for themselves as well .

It is HR Norge's hope and belief that the lessons from 22/7 over time will lead HR professionals to adjust the course further towards a more proactive approach with respect to taking action when culture and leadership move in an unsatisfactory direction.

**Paal Leveraas**  
**Senior Communication Advisor, HR Norge**

# Perspectives



## Portugal

### **APG changes its name**

Since last July, the APG in Portugal is now known as the Portuguese Association of People Management (in portuguese: Associação Portuguesa de Gestão das Pessoas). The former name was Portuguese Association of Human Resources Managers used since 1976.

APG was founded in 1964 by 19 HR Managers as the Portuguese Association of Managers and Heads of Personnel and has now about 1.500 members. In 1965 was admitted as a full member of EAPM and organised twice the EAPM Conference's: in 1973 and in 1997.

With the change of the name, APG has also make a rebranding of its logo that represents people with shapes that are not very figurative. These shapes were arranged in a way that would convey sharing and togetherness, giving the idea that they are holding hands.

The current APG president is **Margarida Barreto**, HR Director of Merck Sharp & Dohme.

**Vitor Carvalho**  
Director Executive, APG



## Macedonia

### **Development of HR**

Macedonia is one of the few countries that enjoys highly attractive investment potential and fiscal system, and yet has underutilised human capital. It is a country where the primary and secondary education is mandatory, and majority of secondary school students continue their education at the universities. Moreover, most of them are fluent in English and competitive on the global education and labor market. Certainly of a major interest for the foreign investors are the tax releases that make the wage contributions among lowest in Europe.

Macedonian companies have the opportunity to utilise and effectuate the intellectual and professional potential produced within the educational system by identifying and attracting key talents. Regarding the human resource management by companies in our country, it is certain that, during the 20-year transitional period, the foreign investors have great influence in the improvement in this area by introducing the management know-how, in

general. In Macedonia, the profession of HR manager is relatively new, from the recent decade, and challenging as such, because in this period it has played the dominant role of a change agent.

The Macedonian HR Association, as a national professional association of HR managers and HR students, acts on multiple levels by raising awareness about the needs for HR development, including adoption of an official HR standardisation program based on good practices and exchange of experiences with the other European countries. This would help to strengthen the position of the HR Association and the enhanced competencies and ability of HR professionals would provide better and professional HR support to organisations. Therefore, the Macedonian HR Association is actively involved in the EAPM project on HR Standardisation and Certification for the Southeast European countries.

**Hristina Lozoska**  
President, Macedonian HR Association

# Perspectives



## Germany

### **DGFP's hot topics for 2012**

The DGFP (German Association for People Management) is a non-profit organisation, headquartered in Düsseldorf, with regional offices in Berlin, Frankfurt/Main, Hamburg, Leipzig, Stuttgart and Munich. It comprises 2500 members, ranging from large and medium sized companies to smaller businesses. According to its charter, the mission of the association is to promote human resources management - in practice, research and training.

DGFP's core business is to give people working in Human Resources Management a platform to share experiences. For our members we offer more than 120 so called experience exchange groups in which some 4000 HR managers and HR specialists and training and development experts share their views on different HR-related topics.

The topics discussed most frequently in the first half of 2012 are the following (in order of frequency):

occupational health management (special focus: burn-out; mental illnesses)

- employer branding
- social media
- demographic change and its implications
- labour law, especially data protection
- recruiting
- working time models/flexible working hours
- change management
- remuneration.

Other activities and services of the DGFP are:

### **Education and training**

The DGFP Academy is aware of the growing importance of further education. We deal with fundamental and topical aspects of further education issues as well as labour law subjects. In addition to the seminars for personnel managers, the programme includes courses for managers with leadership responsibility and also members of the works council. In special conferences organised by DGFP we deal with subjects of current interest, with experts and analysts from the world of business and science.

### **Dorothee Ellerbrake**

**Technical Officer and Internal Affairs, DGFP**

# Perspectives



## Slovenia

### ***It's been a busy six months!***

There have been several important activities of the Slovenian HR Association (SHRA) in 2012.

We had a successful HR Congress in April 2012 with more than 200 participants. The main theme was 'It is time to act. People make the advantage'. The two overseas speakers were Pieter Haen and Dr. Heicke Bruch.

HR awards were granted to the HR manager of the year, the two best HR clubs, three companies and a few individual members for their excellent results in the HR field.

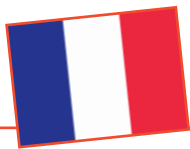
We had rotating meetings of the management board with local HR clubs to improve activities at a local level, and to motivate members to be part of national actions and to increase membership.

Several projects currently running are HR certification, starting a section for HR juniors, rules adaptation to be eligible for public funds, and partnership enlargement.

We undertook active participation in the Balkan HR Summit with 2 topics: 'Leadership in public sector' by Jože Glazer and 'Renovation of SHRA' by Vanda Pejak.

Finally we had an Expert council meeting in June: 'Stress on the job' from a legal and psychological perspective, and 'Work and life balance', the best master work from the Faculty of Social Science in 2011.

**Vanda Pečjak**  
**President, SHRA**



## France

### ***New laws!***

In France, in the HRD community, the main topics for the period starting September, are the new labour and tax laws the new Government, elected in May/June 2012, is preparing and will put in place.

Our duty, as the main french association for HRD, is to be present and aware, and to follow the legal evolutions in order to transmit them to our members. In fact, it will be the central topic of our 'October University', a large national congress for all the members of the association.

ANDRH is, also, very deeply involved in the working groups for the international standard on human resources, launched by the United States in 2011, and mainly in the animation of the Human Governance working group.

This Human Governance topic will be presented in Melbourne at the 14th World Congress WFPMA.

**Catherine Carradot**  
**ANDRH**



# European Law

## ***Sickness during paid annual leave entitles employee to a new holiday***

**According to the Court of Justice of the European Union an employee who gets sick during paid annual leave is entitled to a new period of leave of the same duration as that of the sick leave.**

The entitlement to paid annual leave is regarded as an important principle of EU social law, a principle also expressed by the EU Charter of Fundamental Rights.

But if the employee gets sick during the time of the annual leave, is the right to paid annual leave also a right to have the period of paid leave extended, via compensation leave?

The Court gave a new judgment on the matter on Thursday 21 June 2012 in Case C-78/11 between several trade unions and the Spanish government (Asociación Nacional de Grandes Empresas de Distribución (ANGED) v Federación de Asociaciones Sindicales (FASGA) and Others).

The Spanish law provides that, where a period of leave clashes with a period of temporary incapacity to work, that has already begun on the time of the paid leave, the employee is entitled to take a compensation leave. However, Spanish law did not address the specific situation of whether the employee has the right to a compensation leave, if he gets sick while being on his annual leave.

The Court stated that if an employee becomes unfit for work during his paid annual leave, he is entitled, at a later point in time, to a period of paid leave of the same duration as that of his sick leave. According to C-277/08, Vicente Pereda, employees who fall sick before the period of the annual leave can reschedule the leave period so that it does not coincide with their sick leave.

### **Purpose of paid annual leave is crucial**

The judgement in Case C-78/11 states that the start time of the temporary incapacity is irrelevant. Therefore it does not matter if the employee gets ill during paid annual leave or was already ill at the beginning of the leave.

The reason for the compensation of annual leave is that the whole purpose of paid annual leave is to give the employee the opportunity to rest and enjoy a period of leisure, furthermore to prevent symptoms of stress. The purpose of the entitlement to sick leave is different, since it enables a worker to recover from an illness.

### **The setting of a new holiday is a joint decision**

The setting of a new period for the paid annual leave is not a decision the employee can take alone. According to The European Court of Justice, this has to be in accordance with the national holidays act. Furthermore the various interests involved, including overriding reasons for the employer, have to be taken into account.

The consequence of the ruling is that employees who believe their employer has infringed their rights in a similar situation regarding sickness during paid annual leave can seek justice in their national courts.

**Rebekka Tellerup Have  
Sofie Bille-Steenberg  
Anders Etgen Reitz**

**IUNO**





# European Law

## *Reform of the Working Time Directive*

The European Commission decided in August 2012 to extend the deadline for the European social partners to agree on reform of the EU Working Time Directive. The deadline has now been extended until Monday 31 December 2012.

Negotiations began in December 2011 to try to update the rules regarding working time to bring them more into line with the needs of both employers and workers. A previous attempt to change the regulations had failed in April 2009 after five years of negotiations.

*CIPD Library*

## *Annual conferences*

*Autumn seems to be the time when many associations hold their annual conference and 2012 will be no exception.*

### **Denmark**

Coming very shortly will be the Human Resources exhibition Traefpunkt Human Resources on 3 and 4 October at Oksnehallen, Halmtorvet 11 in Copenhagen. Last year's exhibition attracted almost 2.500 HR and personnel managers, who had access to 150 exhibitors. Entrance to the exhibition is free to HR professionals.

There will also be keynote speakers from both the practical and academic sides of HR throughout the two days. Further details are available from the PID website [www.pid.dk/](http://www.pid.dk/)

### **Finland**

The Finnish association HENRY holds its annual conference in the following month. HENRY Forum 2012 will be held in the Royal at Crowne Plaza in Helsinki on Tuesday 6 November, with the conference taking as its theme Working life – or Work and Life? The key note speakers will be discussing leadership, wellbeing and diversity.

There will be other sessions of useful presentations, practices and interactive knowledge sharing, with plenty of time for participants to network.

More information and registration details can be found on the HENRY website [www.henryorg.fi](http://www.henryorg.fi)

### **Germany**

Our colleagues in Germany hold their annual Congress in May each year, so now is the time to start planning your trip to Frankfurt. The DGFP event is the most important event in their calendar and will take place next year on 13 and 14 May 2013.

One representative from each EAPM member country will receive a complimentary ticket to the 21st Congress next year, but the DGFP points out that the Congress language is German. More information will follow on their website [www.dgfp.de/](http://www.dgfp.de/)



## **Malta**

At the opposite side of Europe the FHRD in Malta will hold their annual conference on Friday 5 October 2012 at the Corinthia San Gorg in St. Julians. This year's theme is 'The Challenge, Our Journey, The Outcome' and will examine the challenges that HR managers face, the journey they have to navigate and the outcomes they are determined to achieve. The aim is to present a wide selection of practical themes which delegates can then apply in their workplace.

Over 300 delegates from 150 organisations attended last year's event and the added incentive is that the conference is accompanied by the HR and Training Fair, which has grown so much that a new venue is now needed to accommodate all those who wish to exhibit.

Details of the programme can be found at [www.fhrd.org](http://www.fhrd.org)

## **Netherlands**

Early October is a popular time for annual conferences and the Dutch association NVP is no exception, holding their Congress on Thursday 4 October 2012. This year it is called 'HR Next Exit!' where experts will discuss issues such as 'innovations, technology, science, benefits and generations in a dynamic way'.

The conference is taking place in Amersfoort in the Netherlands and further information can be accessed at [nvp-plaza.nl](http://nvp-plaza.nl)

## **Norway**

HR Norge will hold its annual conference this autumn. PersonalForum is the main event of the HR calendar in Norway, and the guest speaker this year is Dr. Jonas Ridderstrale, author of 'Funky business' and 'Karaoke capitalism' and, more recently, 'Re-energising the corporation'. Further details from [www.hrnorge.no/](http://www.hrnorge.no/)

## **Portugal**

The 45th national conference of APG will take place in Lisbon on Tuesday 30 October 2012. This year's theme is 'People – Trust, Courage and Co-operation' and further information on the conference will follow at [www.apg.pt/](http://www.apg.pt/)

## **Romania**

The most important HR event of the year in Romania is the HR Club Annual Conference. This year's conference will be held at the Radisson Blu Hotel in Bucharest on Wednesday 31 October and it will be the 8th time the conference has been staged. The title this year is HRevolution. Keynote speakers are Charles Green and Bjarte Bogsnes, and there will also be four parallel workshops on important HR topics.

The conference is accompanied by an EXPO area where delegates can meet providers of HR services, tools and innovations. More from HR Club at [www.hr-club.ro](http://www.hr-club.ro)

## **Russia**

Past conferences have been so successful that this year's event has expanded to 3 days, with the 8th All Russia Personnel Forum taking place in Moscow from 21 to 23 November 2012.

It takes as its theme 'Human resource as a factor of economic growth'. The format will comprise 2 days of professional master classes and practical seminars (21 and 22 November), with 16 sessions to choose from, to be followed on the final day (23 November) by the Congress of plenary and working sessions. This will give the opportunity to delegates to discuss specific HR problems.

What is particularly innovative is that the third day of the Congress will be broadcast live to 10 regions around the country! More at [www.kadrovik.ru](http://www.kadrovik.ru)

## **Slovakia**

Taking place almost as you read this, the Slovak Association for Human Resources Management and Development is holding its annual conference in Bratislava on 25 and 26 September 2012. The association can be contacted at [www.zrriz.sk](http://www.zrriz.sk)

## **Slovenia**

The annual Slovenian HR Congress will take place in spring 2013, organised since 2011 together with a partner, PlanetGV. It is now the main event for SHRA members and all HR professionals in Slovenia. The project team for this event will start preparation activities in September 2012, and the programme and more details of the 2013 Congress will be known by the end of November 2012. Visit [www.skz.si](http://www.skz.si) for more information.





## Sweden

Also happening right now in Stockholm is the Swedish Association for HR Managers' annual conference. 25 and 26 September at Berns and the China theatre sees HR Days 2012, the 7th annual event, with this year's theme being 'HR in the future and values in companies and government agencies'. A detailed programme can be found at [www.sverigeshrforening.se/HRDagarna/In-English/](http://www.sverigeshrforening.se/HRDagarna/In-English/)

## Switzerland

As this newsletter goes to press, the Swiss association will be enjoying their annual conference in Bern. The 19 and 20 September are the dates when the HR Swiss Congress will be in full swing. To view the programme, which takes as its theme 'From values and engagement to performance', please visit [www.hrswiss.ch/HRSwissCongress/2012HRC/HRC2012\\_defProgramm](http://www.hrswiss.ch/HRSwissCongress/2012HRC/HRC2012_defProgramm)

## Turkey

PERYON Turkey will be hosting its 20th Annual National Human Management Congress in Istanbul on 4 and 5 October 2012. With over 150 speakers and more than 41 sessions, the biggest event for people managers is an opportunity not to be

missed. To be part of this year's most anticipated date on the calendar of Turkish HR Professionals, please contact [kongre@peryon.org.tr](mailto:kongre@peryon.org.tr) or visit the website at [www.peryon.org.tr/kongre2012/site/](http://www.peryon.org.tr/kongre2012/site/)

## United Kingdom

If it's November, it must be Manchester!! the CIPD holds its annual conference from 6-8 November 2012. The conference theme this year is 'HR: Leading change. *Transforming organisations*' and will feature 59 individual sessions, as well as an extensive free exhibition.

In addition, there are three keynote presentations. The world's leading business thinker Gary Hamel will present on day one on *How to win in a world of relentless change*. Day two will see a panel discussion which will include new CIPD Chief Executive, Peter Cheese on *Building the workforces of tomorrow*. Finally, the conference will close on day three with two leading people involved in hosting a hugely successful Olympic Games 2012 in London: Andy Hunt, the Chef de Mission from Team GB and Jean Tomlin, London 2012's HR Director, speaking on the theme of *Learning from the Olympics: Inspiring a generation*.

# Other major events

## France

ANDRH in France has a detailed programme of events over the coming six months. It starts with a 2 day event, 18 and 19 October 2012 with Universite de l'ANDRH at the Palais de la Bourse in Bordeaux, and this is followed a month later on 15 November by Les Stylos d'Or at Cercle de l'Union Interalliee in Paris.

Two events already confirmed for 2013 are Les Trophees Juni'or at the Palace Elysee on 19 March, and just nine days later on the 28, Les Assises nationales de l'Alternance at the Conseil Economique et Social in Paris. More from [www.andrh.fr](http://www.andrh.fr)

## Greece

The Greek People Management Association (GPMA) has published an extensive agenda for 2012, with all remaining events taking place in Athens. Two events in September are a new members' meeting, which will be followed by another event discussing Labour issues.

October 2012 sees GPMA hold three meetings. Firstly there is a Meeting with the European Club of HR, and later that month there will be a presentation on the Benefits of the Erasmus programme. The final event of October will discuss HR as a Leader.

In November there will be another chance to debate Labour issues, before 2012 closes with a Christmas Gathering in December. Further details to be found on [www.gpma.gr](http://www.gpma.gr)



## **Netherlands**

Thursday 29 November 2012 is the date that the Future and Bachelor Awards will be presented. The NVP will hand out the Future Award 2012, having as its theme this year, continuous change. The winner of this Award will participate in the race for the European HR Award 2013.

On the same day, NVP will also hand out the Bachelor Award to the HR student with the best thesis on an HR issue. This award is a partnership with Dutch colleges. [Website details as before.](#)

## **Norway**

An important event in the Norwegian HR calendar, Personnel Conference for the Public Sector, will take place in January 2013. Please visit the HR Norge website for further information. [Website details as before.](#)

## **Russia**

In 2004 the National Personnel Managers' Union introduced a qualification for HR professionals in Russia leading to a Certificate of the association. The Saturday School of the HR Manager has now enrolled its 10th cohort and the current students will hopefully join the 2,300 graduates who have successfully completed the Certificate.

In response to further demand, the association has now also introduced the Saturday School of the Personnel Officer which focuses on labour relations and the law. [Website details as before.](#)

## **Slovenia**

There will be a Regional HR Clubs Meeting in October 2012. Representatives of all 14 HR clubs will visit The National Research Institute Jozef Štefan in Ljubljana. There will be presentation of their premises and discussion on HR management in an organisation with the highest qualification structure in technical science.

The Experts Council will meet in November 2012. The Council is composed of academics, professors and HR practitioners and deals with strategic HR topics from the view of systems and practical applications. This meeting will focus on Slovenian structural reforms of the labour market and labour legislation.

Working meetings of SHRA Management Board with Regional HR Clubs will take place each month to raise the motivation in local HR clubs. The board has had joint meetings with local clubs around Slovenia, giving most attention to local problems in the HR field and giving them help with lectures, presentations and contacts. [Website details as before.](#)

## **Sweden**

New research in HR is being presented at a day-long seminar in Stockholm on Thursday 15 November 2012 on the topic of 'Staff work to increase profitability'. For more information please contact Hanna Hesser Nordin at the Swedish Association at [hanna@sverigeshrforening.se](mailto:hanna@sverigeshrforening.se)

## **Switzerland**

For the third year running, the International Human Resources Community of Switzerland (IHRC) is hosting a special event dedicated to challenging topics in the area of compensation and reward.

'Breaking the Paradigm – The Future of Reward Strategies' will examine how companies can respond to the different motivational needs of one generation of employees compared to another, and include these changing requirements within the framework of their compensation models. Can companies continue with the traditional pay mix of base, short term cash, long term equity, pension and benefits? When will the paradigm break?

These questions will be addressed at IHRC's upcoming compensation event on Wednesday 14th November 2012 in Zurich, Switzerland by a range of prominent experts and heads of reward from leading organisations.

To participate in this event, please contact Esther Martin at [esther.martin@zgp.ch](mailto:esther.martin@zgp.ch) or check their website at [www.ihrc.ch/events/57/compensationbenefits/](http://www.ihrc.ch/events/57/compensationbenefits/)



# Delegate Assembly

## **Knowledge and networking in Norway!**

22 people from 19 countries gathered in Oslo on 14 and 15 June for the annual EAPM Delegate Assembly. The first day kicked off with the results of two major research projects. The first, by BCG, was the latest in the Creating People Advantage series, and gave delegates a sneak preview of the preliminary European related findings, prior to the final launch at the World Congress in Melbourne in late September. The focus section was 'From Capability to Profitability: realising the Value of People Management', and the report is available at: <http://www.wfpma.com/sites/wfpma.com/files/Creating%20People%20Advantage%202012%20Focus%20Report-FINAL-31Jul2012.pdf>

The second was the research from Capitalent, focusing on talent management issues in smaller organisations – an issue of key interest given their share of the economy and economic growth in most countries. The full research can be found here: <http://www.eapm.org/publications/2012> .

The next day gave an opportunity for the delegates to debate HR issues of importance across Europe, including the progress of the Balkans project. In addition, there was a lively workshop exploring issues around HR standards, competencies and approaches to qualifications in all member organisations. Again,

the variety and diversity of practice was fascinating, and everyone had their knowledge much enriched; key themes will be taken forward in future meetings.

The delegates also had an opportunity for some fun and networking too. HR Norge had been extremely imaginative and generous, and organised a fabulous social evening for all the delegates which helped to explore and explain Oslo and Norwegian history and heritage. This video link also gives a real sense of our host country: [http://www.youtube.com/watch?feature=player\\_embedded&v=vtLseO3U9Oo](http://www.youtube.com/watch?feature=player_embedded&v=vtLseO3U9Oo)

We explored not only a Viking museum and longships, giving lots of embarrassing photo opportunities with shields and swords, but also the famous Holmenkollen ski jump and museum – which, provided you had a head for heights, gave spectacular views over the city and surrounding countryside. We finished with a wonderful traditional Norwegian meal, which formed a great setting for a tribute to Rudi Thurner for all his many years of work for the EAPM, and the presentation of statues celebrating 50 years of EAPM to all the participating countries.

**Stephanie Bird**  
**Director of HR Capability, CIPD**  
**EAPM Secretary General**





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