



WorldLINK

Linking people management professionals around the globe

Fighting the Spread of H1N1

The 2009 H1N1 flu held Mexico City hostage for several weeks in April and May as government officials shut down businesses and schools and canceled events to curtail the spread of the deadly virus. Business associations in Mexico estimated the cost of the shutdown at upwards of \$57 million a day. One month later, the virus had taken the lives of 81 people and sickened another 1,300 nationwide. Despite efforts, the flu quickly became a pandemic as it spread to the United States, Canada, France, South Korea, New Zealand and beyond.

In October, the World Health Organization (WHO) confirmed at least 378,223 cases of H1N1 flu worldwide, with more than 4,500 deaths. The WHO announced in September that regulatory authorities had licensed pandemic vaccines in Australia, China and the United States, soon to be followed by Japan and several European countries. However, manufacturing and distribution of the vaccine has been slow.

HR Preparedness

Influenza is spread mainly person-to-person through coughing or sneezing of infected people. Centers for Disease Control and Prevention laboratory studies have shown that no children and very few adults younger than 60 have existing antibodies to the 2009 H1N1 flu virus, unlike other flu strains. People infected with the H1N1 flu may be contagious from one day before showing symptoms to seven days or longer after.

Most waking hours and human interactions occur on the job. If organizations want to keep the H1N1 or any strain of influenza from sidelining their business, HR professionals must start the battle at work.

A June 2009 Mercer study found that, among more than 400 mid-size and large organizations worldwide, 41 percent of employers said

they did not have an HR policy in place regarding health-related emergencies. Yet, many acknowledged they had employees in areas in which cases of the H1N1 flu had been confirmed.

Responses from participants in the United States, Australia/New Zealand, Canada, Mexico, the United Kingdom, Hong Kong, Brazil, Vietnam, Switzerland, China, Argentina, South Korea, Singapore, the Russian Federation, the Philippines and Belgium revealed that:

- 53 percent of the employers surveyed were considering whether to create backup and contingency plans in response to an outbreak.
- 43 percent said they planned to restrict or cancel business travel.
- 41 percent said they planned to allow employees to work at home.
- 21 percent said they would cancel meetings/conferences.
- 24 percent indicated they were taking no special actions.

In the U.K., the Business Continuity Institute found that a majority of businesses (57 percent) had no continuity plans—or only weak ones—to deal with an H1N1 flu pandemic.

WHO Regional Office Reports	Cumulative total as of 4 October 2009	
	Cases*	Deaths
Africa	12,382	70
The Americas	146,016	3,292
Eastern Mediterranean	12,861	80
Europe	Over 59,000	At least 193
Southeast Asia	38,038	480
Western Pacific	109,926	410
Total	Over 378,223	At least 4,525

*Given that countries are no longer required to test and report individual cases, the number of cases reported actually understates the real number of cases.

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Global Firms
Accept 'Green'
Challenges,
Opportunities



Good Job
Fit Enhances
Well-Being



Segmentation
Analysis
Improves
Engagement



HR News
Around the
World

Workplace absenteeism is the primary concern related to planning for the H1N1 flu. Employees who contract the H1N1 virus could stay home for at least seven to 10 days. But there are other ramifications for employees—and employers—stemming from worker absenteeism. Possible school and child-care facility closures could make balancing work and family responsibilities difficult for employees.

The U.K. government predicts a pandemic-related staff absence rate of just 12 percent, but this does not take into account the effect of localized school closures, according to the Chartered Institute of Personnel and Development, which advises businesses to plan for a worst-case scenario where absentee rates reach 50 percent.

HR in Action

As HR around the globe confronts the increase in cases of the 2009 H1N1 flu, every precaution should be taken to keep employees and businesses healthy. The following recommendations have been compiled from the U.S.-based Society for Human Resource Management, the Preventative Health Advisory Board and government agencies:

- Develop, review and adapt the organization's business continuity and disaster management plans in light of:
 - All laws applicable wherever the employer does business.
 - Relevant health department pandemic influenza plans.
 - The nature of the employer's business, especially if it involves health care or essential services.
- If available in your region, encourage workers to obtain an H1N1 flu vaccine.
- Communicate before, during and after an outbreak as appropriate to the business and the nature of the disruption. Ensure that all H1N1 communications are linguistically and culturally appropriate to the employer's workforce.
- Provide resources and a work environment that promote personal

- hygiene. For example, provide tissues, masks, no-touch trash cans, hand soap, hand sanitizer, disinfectants and disposable towels for workers to clean their work surfaces.
 - Provide workers with up-to-date education and training on influenza risk factors and protective behaviors, and instructions on proper behaviors—for example, cough etiquette and avoiding touching eyes, nose and mouth.
 - Make your workplace safer and healthier through regular cleaning and trash removal and by disinfecting hard surfaces. Viruses like H1N1 can survive on hard surfaces for hours to days, long enough to infect those who come in contact with the surfaces.
 - Make any reasonable modifications to the organization's pay, leave and flexible work arrangements, and provide necessary technology to support ill or at-risk employees, or employees caring for ill family members, in staying away from the workplace.
 - Encourage employees to stay home when they are sick.
 - Review the organization's attendance policies and practices and modify them as may be appropriate to avoid penalizing employees for H1N1-related absences in circumstances when neither paid leave nor legally mandated unpaid leave is available.
 - Develop procedures to minimize contact between workers and between workers and clients or customers.
 - Ensure that line managers are trained in how to deal with employees who are symptomatic or diagnosed with H1N1.
 - Circumstances permitting, cross-train additional employees to assume other essential functions.
 - Create and implement a global response plan that complies internationally and can be adjusted to fit with local law.
- Research shows that many organizations aren't adequately prepared for an H1N1 pandemic or any health emergency. Employers have a responsibility to develop and practice prevention techniques that keep workplaces—and employees—safe and healthy. WL

Global Firms Accept 'Green' Challenges, Opportunities

Citing growing "frustration" and "fundamental differences" of opinion, several high-profile multinational corporations announced their resignation from the U.S. Chamber of Commerce because of the trade group's stance against measures tackling climate change.

Apple, Nike and Johnson & Johnson, among others, stated they believe that the Chamber's opposition is out of step with public sentiment and current expert thinking. The firms also want clarity on proposed government regulations.

Global companies have been moving toward more sustainable business practices over the past several years, recognizing consumer demand for greener products and services, employees' desire to work for environmentally conscious companies, and government initiatives to regulate carbon emissions.

Experts predict that green technology will spur the next wave of job creation worldwide.

A study released last year by the United Nations Environment Programme supports this prediction, finding that efforts to tackle climate change could result in millions of new "green-collar" jobs in the coming decades.

Among other key findings in the report, *Green Jobs: Towards Decent Work in a Sustainable, Low-Carbon World*:

- The global market for environmental products and services is projected to double from \$1.37 billion per year to \$2.74 billion by 2020.
- Half of this market is in energy efficiency; the balance is in sustainable transport, water supply, sanitation and waste management. In Germany, for example, environmental technology is expected to grow fourfold to 16 percent of industrial output by 2030, with employment in this sector surpassing that in the nation's big machine tool and automotive industries.
- Sectors that will be particularly important in terms of their environmental, economic and employment impact are energy supply, especially renewable energy; buildings and construction; transportation; basic industries; agriculture; and forestry.
- Clean technologies already represents the third largest sector for venture capital after software and biotechnology in the United States, while green venture capital in China more than doubled to 19 percent of total investment in recent years.

- Employment in alternative energies may rise to 2.1 million in wind and 6.3 million in solar power by 2030.
- Renewable energy generates more jobs than employment in fossil fuels. Projected investments of \$630 billion by 2030 would translate into at least 20 million additional jobs in the renewable energy sector.
- A worldwide transition to energy-efficient buildings would create millions of jobs, as well as “greening” existing employment for many of the estimated 111 million people already working in the construction sector.
- Recycling and waste management employs an estimated 10 million in China and 500,000 in Brazil today. This sector is expected to grow rapidly in many countries in the face of escalating commodity prices.
- India could generate 900,000 jobs by 2025 in biomass gasification, 300,000 of which would be in the manufacturing of stoves and 600,000 in areas such as processing into briquettes and pellets and the fuel supply chain.

Government Push

Norway announced recently that it will reduce greenhouse gas emissions by as much as 40 percent by 2020 from 1990 levels, setting the most ambitious target proposed by a developed nation. The country has already set a target of being carbon-neutral by 2030.

The European Commission also recently announced the launch of a European Building Initiative, a major eco-friendly renovation of 15 million buildings during the next decade.

And, in December, 192 nations will meet in Copenhagen for the United Nations Climate Convention to discuss a treaty to reduce greenhouse gas emissions.

Findings from “The Sustainability Survey Poll on Climate Change,” conducted by GlobeScan and SustainAbility, released in September, show that thought leaders across the world believe that the achievement of a strong international agreement in Copenhagen would lead to tremendous growth opportunities in the areas of renewable energy and low-carbon products and services.

“The economic downturn and the climate change challenge together present the ideal opportunity for businesses to carve out new sources of competitive advantage and market leadership,” said Jeff Erikson, vice president at SustainAbility. “Those companies that develop low-carbon solutions now will be best positioned to mitigate the risks and capitalize on the wealth of opportunities posed by climate change.”

The survey of 1,400 thought leaders from companies, governments, non-governmental organizations and academia from more than 80 countries predicts that a meaningful deal in Copenhagen would increase government regulations of emissions, raise public awareness and result in greater leadership from global companies to limit emissions, compared to what would occur if no meaningful agreement is reached.

“I get the impression talking to businesspeople that they still want clarity from Copenhagen,” said United Nations climate chief Yvo de Boer in a webinar on EEnews.net. “If you’re making investments now, for example, in the energy sector—in power plants that are going to be around for the next 30 to 50 years—you can’t really afford to keep waiting and waiting and waiting for governments to say where they’re going to go on this issue.” **WL**

Good Job Fit Enhances Well-Being

HR professionals have long understood the correlation between job fit and productivity. But research from the Gallup Organization suggests that job fit goes far beyond improving productivity to affecting areas of employee well-being, such as having a positive or negative evaluation of one’s life and experiencing stress, enjoyment, pride and respect.

In fact, job fit plays such an influential role on well-being that people who work more than the typical eight hours a day still report positive feelings, as long as they are doing work that suits them. “Happiness is influenced more by job fit than hours worked, and that’s an important finding for organizations,” James K. Harter, Ph.D., chief scientist at Gallup, told attendees at the 2009 Well-Being Forum in Washington, D.C., on October 1.

The Gallup World Poll surveyed more than 100,000 workers and grouped respondents into six regions—Africa, East Asia, Eastern Europe, Latin America, Southern Europe and Western Europe/North America/Australia. It asked the following questions:

- Are you satisfied or dissatisfied with your job or the work you do?
- In your work, do you have an opportunity to do what you do best every day, or not?
- Approximately how many hours do you work in a typical week?
- Approximately how many hours did you work yesterday?
“Workers who are in more satisfying jobs, where they have the opportunity to do what they do best, have higher life evaluation and better daily experiences across all regions studied,” wrote Harter and co-author Raksha Arora in the Gallup report *The Impact of Time Spent Working and Job Fit on Well-Being Around the World*.

Job Fit and Daily Experiences

Better job fit was associated with a more positive evaluation of one’s life, while people with poor job fit reported experiencing less enjoyment, receiving less respect and feeling tired.

Enjoyment levels were higher for those with better job fit (82 percent) compared to those with lower job fit (55 percent). Almost nine out of 10 workers with better job fit felt respected, while only 69 percent of those with poor job fit did. Two-thirds of workers with better job fit were well-rested, compared to 38 percent of those with poor job fit.

And, as people with better job fit worked longer hours, the percentage reporting pride actually increased—from 70 percent of those who worked eight hours to 77 percent who worked at least 13 hours the previous day.

What’s more, when asked if they would like to have another day like the previous one, three-quarters of workers with better job fit said yes, compared to 45 percent of those with poor job fit.

Regional Breakdowns

Gallup research found that better job fit is much more predominant in more-developed parts of the world, such as Western Europe/North America/Australia, Latin America and Southern Europe and less frequent in Sub-Saharan Africa, East Asia and Eastern Europe. In less economically developed parts of the world, residents may be less able to be selective about what they do to earn money, relying either on self-subsistence, difficult physical work, and, perhaps, less advanced business or supervisory practices for those in organizations, according to Gallup.

The research also found that in East Asia, individuals with more hours worked perceive poorer job fit. It is the opposite for workers in the West (Western Europe/North America/Australia), where those with more hours worked perceive better job fit. Perhaps workers in East Asia believe inefficiency denotes poor job fit whereas in the West, workers with high job satisfaction choose to work longer hours.

“This research extends the importance of the concept of job fit beyond traditionally studied outcomes, such as productivity.”

As hours worked increased in East Asia and Western Europe/North America/Australia, job fit was a more important variable in evaluating one’s life as positive or negative. Respondents in these regions with poorer job fit have increasingly lower levels of well-being as number of hours worked increase.

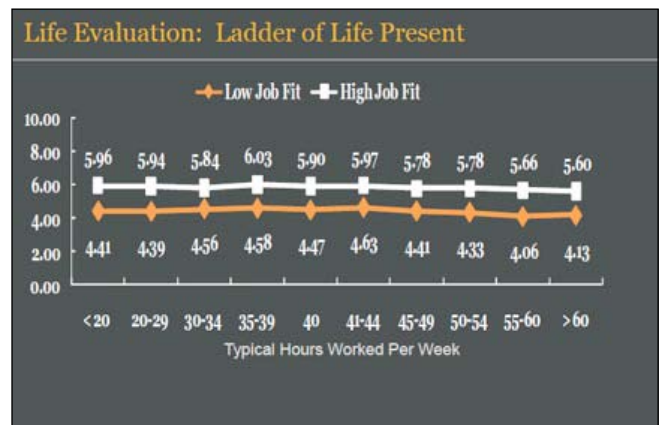
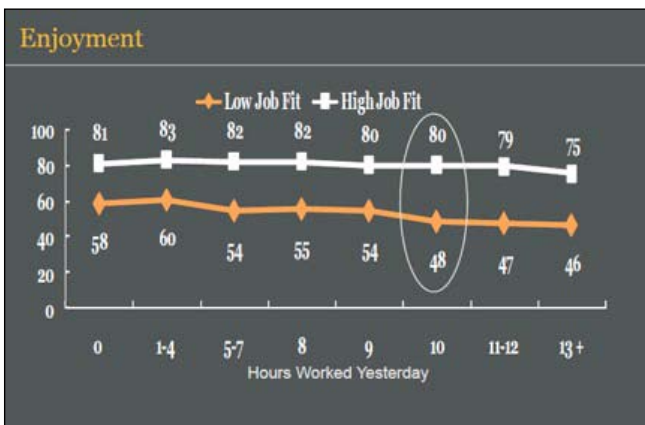
In Africa, working more hours per week is associated with a more positive life evaluation. “This may be reflective of more work relating to higher status when the well-being norm is low for a region,” the report stated. “But interestingly, more work hours on a given day does detract from positive experience, but it does not increase negative experience in Africa.”

The number of hours worked in a day does not significantly impact negative experience in Latin America and East Asia, either. These are regions that include countries where work may be less plentiful and seen as a luxury, rather than a burden, according to the report.

Implications for HR

The implications from the general findings have significant value, the authors stated. “First, it is clear that perceived job fit is an important component of well-being for working people. This research extends the importance of the concept of job fit beyond traditionally studied outcomes, such as productivity. In organizations, selection systems certainly are one avenue to improve job fit.”

In situations where more than the standard 40-hour workweek is deemed necessary, the impact of job fit on well-being should be considered. “In any event, we should stop short of claiming that those working long hours are always in grim misery,” wrote Harter and Arora. “These data suggest the positive experiences that come from being in a good job might buffer some of the negatives that naturally come with work, which may have indirect effects on health.” WL



Source: Gallup Inc., 2009

Segmentation Analysis Improves Engagement

By Sue Oliver

The positives that result from a highly engaged workforce are undeniable. Employee engagement has been linked to higher levels of business performance and is viewed as a competitive differentiator.

In a study of 50 multinational companies, the London office of Towers Perrin documented the impact of employee engagement on financial performance. The report, *Employee Engagement Underpins Business Transformation*, released in September, found that over a 12-month period, companies with high levels of engagement outperformed those with less engaged employees in three key financial measures—operating income, net income growth and earnings per share.

Financial Impact of Employee Engagement
12-month change in operating income High employee engagement: +19.2% Low employee engagement: -32.7%
12-month net income growth rate High employee engagement: +13.7% Low employee engagement: -3.8%
12-month earnings per share growth rate High employee engagement: +27.8% Low employee engagement: -11.2%

Source: Towers Perrin, September 2009

However, employee disengagement is a pervasive and damaging problem shared by organizations worldwide. Fewer than one in three employees globally (29 percent) are fully engaged, and 18 percent are actively disengaged, with the rest falling somewhere in between, according to the *2008 State of Employee Engagement* by global consulting firm BlessingWhite.

The Gallup Organization estimates that disengaged workers in the United Kingdom cost their companies \$64.8 billion a year, and in the United States, the cost is as much as \$350 billion a year. In Japan, Gallup estimates lost productivity from disengaged employees to be \$232 billion annually.

Why Companies Fail

Companies typically measure and focus efforts on engagement through employee opinion surveys. This approach fails. Employee engagement will not increase if interventions are geared to a fictitious employee who represents the “mean” on an opinion survey. If leaders base action items to improve engagement on mean scores, they will be addressing the wrong items.

Without data that take into account differences in employee attitudes and behaviors, leaders miss the opportunity to

meaningfully impact engagement. Leaders, especially those managing employees across the globe, need specific data about the differences in employee attitudes and behaviors to be effective. A generic approach incorrectly assumes there is one right way to increase employee engagement, as if all employees across business units, positions and locations are motivated by the same factors and think and act the same.

A Scientific Approach

Political and marketing research has shown that people’s thinking is shaped by their perspectives, and those perspectives filter their realities. Marketing departments respond to these different perspectives with targeted programs to optimize revenue and customer loyalty based on an understanding of the different customer perspectives.

HR executives should borrow a page from their marketing counterparts who use well-established customer segmentation analysis to understand customer differences. Like customers, employees think and respond differently. Employee segments can be created by conducting a segmentation analysis using a new or existing employee attitude survey.

Segmentation analysis looks for patterns of attitudes and behaviors among the survey responses. Generally, five segments of employee attitudes emerge: Cheerleaders, Casual, Fair-Weather Fans, Naysayers and Tuned Out.

With segment data, strategic actions to drive engagement can be developed based on your company’s unique profiles, such as addressing key drivers of negative attitudes among the segments and intervening in high-risk locations. Measurable goals can be set to increase engagement levels. Segment data also provide a clear line of sight to strong and weak leaders.

Once managers and employees are segmented by attitude and behavior patterns, differences in company performance data can be evaluated by segment. The performance variability between the top and the bottom segments represents performance improvement opportunities.

Development Dimensions International, a global management consulting firm, estimates that in an organization of 10,000 employees, moving a workforce from low to high engagement can improve the bottom line by more than \$42 million in lowered turnover and absenteeism, and higher quality and sales.

Companies using segment profiles to drive employee engagement have seen such outstanding results. For example, a large package delivery company realized \$200 million in annual operational savings by identifying the worst-performing facilities with larger numbers of disengaged employees and by using best practices of those facilities in engaged categories.

Success required strategic focus on the answers to the following questions:

- How were the segment profiles different?
- What were the issues driving negative attitudes among employees at the worst facilities?
- What was leadership doing differently?

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Employee Engagement a Global Problem					
Region	Disengaged	Honeymooners	Crash & Burn	Almost Engaged	Fully
India	13%	13%	11%	29%	34%
South Africa	11%	14%	18%	26%	31%
North America	12%	13%	27%	29%	19%
Australia/New Zealand	20%	18%	12%	24%	26%
Europe	21%	15%	13%	28%	23%
Southeast Asia	21%	9%	18%	31%	22%
China	33%	9%	16%	32%	10%
Other	36%	7%	7%	27%	24%
Global	18%	12%	13%	28%	29%

Source: BlessingWhite, 2008


■ How was performance being managed?

Each of these questions required specific actions to generate attitude and performance improvement.

Another company realized savings of \$12 million in annual turnover costs by increasing the number of employees in the top Cheerleader segment. Executives asked, What were the issues driving apathetic attitudes? How could Casual and Fair-Weather Fans be shifted to Cheerleaders through leadership action?

Employee engagement will not increase if interventions are geared to a fictitious employee who represents the “mean” on an opinion survey.

Segment profiles are critical to unlocking engagement and performance improvement because they are based on specific attitude perspectives of your workforce, not “mean” responses that do not represent all of your employees.

The positive news is the full potential of highly engaged employees can be realized. Just treat your employees like your customers. 

Sue Oliver is founder and president of Katana Partners, a human resources consultancy in Dallas, Texas. Sue was former senior vice president of HR and labor at Wal-Mart Stores, U.S., and chief human resources officer at American Airlines Inc. She can be reached at www.katanapartners.com.



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Brunei New employment law



The government has announced the September 3 entry into force of Employment Order 2009. It revises Labour Act 1954, adding entitlements to annual leave, sick leave and retirement benefits plus extending more rights to part-time workers. It also introduces a range of penalties for labor law violations, including nonpayment of wages and hiring a foreign worker without a license.

Malaysia Expansion of Wages Council role; Workplace day care incentive



Conceding that wage regulation, particularly a minimum wage, is "essential," the Human Resources Minister recently suggested that the Wages Council should considerably expand its role to oversee minimum wage-setting in several more sectors that don't benefit from collective bargaining. Another Human Resources Ministry initiative would reduce the dependence on foreign maids with a double tax exemption for companies that establish on-site nurseries.

New Zealand Tax package passed



The International Taxation, Life Insurance, and Remedial Matters Bill cleared Parliament in September. Some notable provisions:

- Employer payments for relocation expenses and allowances for meals during overtime work are confirmed as tax-exempt.
- Taxation of migrant workers will be streamlined, reducing costs and improving accuracy.

Taiwan New social security tax; DRG delay



Tax hikes announced by the Finance Minister in September include raising the 5 percent business tax to 6 percent by 2013 to help stabilize financing for the national pension. Also, the Diagnosis Related Group (DRG) system for medical payments that was to have launched on September 1 will be postponed until January 2010. The health sector is still putting up a resistance to DRGs, and even good-faith efforts to prepare their computer systems have been hampered by the health emergencies of the swine flu pandemic and Typhoon Morakot.

Kuwait Sponsorship system to end



The Ministry of Social Affairs and Labor will detail a replacement for the sponsorship system. It is understood that expatriates who are dismissed by their employers would be able to re-register

and that those who stay with an employer for three years would be entitled to change jobs without the employer's permission.

UAE Draft law on part-time employment



The Ministry of Labor will soon release draft legislation setting out the terms under which one may contract for part-time employment. There would probably be a six-month cap on the contracts, and a foreign worker would be allowed to work part time for a non-sponsoring employer.

Czech Republic New austerity package



The Cabinet has approved a set of budget relief measures that propose raising the income levels subject to social security contribution, cancelling social insurance discount arrangements with certain companies, plus freezing state pension and unemployment benefits.

France Family care leave bill



A bill under review in the Senate would grant a three-month (renewable once) paid leave to workers who must care for a terminally ill member of the nuclear family. The social security system would pay for an employee allowance during this period. The worker would be obliged to give three days' notice before both taking the leave and returning from it. Supporters expect entry into force soon.

Portugal New Social Security Contribution Code



The new Social Security Contribution Code goes into effect on January 1, 2010. The revised law:

- Details the expansion of the types of income that are subject to social security contributions and lists those that are still excluded.
- Matches the social security taxable base with the individual income taxable base.
- Gives employers 10 days to notify the social security institute of any relevant status change for an employee.
- Sets the contribution rate at 23.75 percent for the employer and 11 percent for the employee, with variables based on the type of employment contract, type of occupation and economic contingencies.

Russia Business trip definition clarified



Finance Ministry guidance clears up a gray area in the definition of compensable business trip. While trips outside one's normal place of business

qualify and the travel costs of someone whose job is mobile by definition do not, the guidance was required to confirm that expenses of workers who travel to another branch of the same company do merit a tax break.

United Kingdom Pension reform consultations



The Department for Work and Pensions has issued a trio of major consultations on pension reform plus a report on the results of an earlier consultation. Several new proposals have been flagged:

- The 18-month transition period for auto-enrollment in 2012 would be doubled to three years. Auto-enrollment would have a gradual rollout during that period, with 25 to 30 start dates based on company size.
- Defined benefit plans and hybrid pension would be allowed to defer auto-enrollment for three years, and defined contribution plans would have a five-year transition to the 3 percent employer contribution.
- There is a set of minimum standards for a workplace personal pension to qualify for auto-enrollment.
- There is confirmation that a particularly broad definition of earning will be subject to the minimum contribution.
- The personal account trustee corporation will launch in 2011, handling accounts for a group of volunteer employers to work out the kinks before auto-enrollment goes national.

Feedback is solicited on a variety of topics, including employee disclosure, minimum standards for schemes and scheme self-certification.

The main consultation will last just six weeks, closing on November 5. The others run into mid-December.

Canada Ontario temporary agency bill



Ontario's Employment Standards Amendment Act (Temporary Help Agencies) 2009 will become effective November 6, 2009. It sets disclosure standards for temporary worker agencies as well as new termination notice and severance pay requirements.

Peru Mandatory paternity leave



A four-day paternity leave at full pay following the birth of a child is now mandatory for new fathers, following a unanimous vote in Congress. The father need not be married to the mother to qualify for this entitlement.

Source: Briefs compiled from news items provided by Mercer

THE WORLDLINK HR CALENDAR

November 17-18, 2009

APG 42nd National Conference
Lisbon, Portugal
Tel: +351 21 352 27 17
E-mail: global@apg.pt
Web site: www.apg.pt

November 17-19, 2009

CIPD Annual Conference & Exposition
London, England
Tel: +44 208 612 6200
E-mail: conf@cipd.co.uk
Web site: www.cipd.co.uk

June 10-12, 2010

AEDIPE 45th Congress
A Coruña, Spain
Tel: +34 91 420 0612
E-mail: aedipe@aedipe.es
Web site: www.aedipe.es

June 27-30, 2010

SHRM 62nd Annual Conference & Exposition
San Diego, CA, USA
Tel: +1 703 548 3440
E-mail: rosaura.barrera@shrm.org
Web site: www.shrm.org

August 17-20, 2010

ABRH Nacional CONARH
São Paulo, Brazil
Tel: +55 11 3124 8858
Email: abrh@abrhnational.org.
Web site: www.abrhnational.org.br

September 26-29, 2010

WFPMA World Congress
Montreal, Canada
Tel: +52 55 51 40 22 14
E-mail: info@cchra-ccarh.ca
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NEXT ISSUE

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Please submit contributions by 15 December 2009.

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