PROFESSIONAL ASSOCIATIONS
AND THEIR INFLUENCE ON PERSONNEL MANAGEMENT:
A COMPARISON BETWEEN THE IPM/IPD IN BRITAIN
AND THE DGFP IN GERMANY

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1

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SUMMARY

This thesis compares the approaches that the two personnel associations, the Institute of Personnel Management (IPM), which is now the Institute of Personnel and Development (IPD) in Britain and the *Deutsche Gesellschaft fuer Personalfuehrung* (DGfP) in Germany take to support and promote personnel management in their country. Also the study examines the extent to which these associations impact upon the work, education and status of personnel managers.

The literature review considers the concepts of a profession and professional associations in the context of the personnel management process in the two countries and outlines the origins and development of the IPD and the DGfP. An empirical investigation is undertaken using secondary sources, interviews with officers and members of each association and an analysis of their journals in order to examine in what ways and to what extent the IPM/IPD and the DGfP influence personnel management in their country.

The findings show that each association has its own ways of serving the membership, according to the specific national features of personnel management in the two countries. Whereas the IPD takes a more proactive approach, as a qualifying association and a pressure group, the DGfP acts as a personnel practitioners' society and does not engage in lobbying. Due to these different approaches they have different potential influence on the work, the education and the status of personnel managers.

The study makes a small contribution to the argument that the cultural context in which personnel managers operate has to be carefully considered in international comparisons.

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VII   CONCLUSIONS

LIST OF ABBREVIATIONS

BACIE	British Association of Commercial and Industrial Education
BIM	British Institute of Management
CIPM	Corporate IPM member
CPD	Continuing Professional Development
DGfP e.V.	*Deutsche Gesellschaft fuer Personalfuehrung eingetragener Verein*
DGfP mbH	*Deutsche Gesellschaft fuer Personalfuehrung mit beschraenkter Haftung*
EAPM	European Association of Personnel Management
FIPM	Fellow IPM member
GCE/RSA	General Certificate of Education/Royal Society of Arts
HND/C	Higher National Diploma/Certificate
HRD	Human Resource Development
HRM	Human Resource Management
IPD	Institute of Personnel and Development
IPM	Institute of Personnel Management
IT	Information Technology
ITD	Institute of Training and Development
NCVQ	National Council for Vocational Qualifications
NVQ	National Vocational Qualification
PMPC	Personnel Management Policy Committee
PM Plus	Personnel Management Plus (journal)
PMS Ltd	Personnel Management Services Limited
WFPMA	World Federation of Personnel Management Associations

LIST OF FIGURES

LIST OF TABLES

I   INTRODUCTION

1.1   RESEARCH PROBLEM

This thesis examines the contributions to the personnel management process of associations in two countries, the Institute of Personnel Management (IPM) in Britain and the *Deutsche Gesellschaft fuer Personalfuehrung* (DGfP) in Germany. The IPM merged with the Institute of Training and Development (ITD) in July 1994 and is now the Institute of Personnel and Development (IPD). The new Institute is going through major changes at present, which, as far as possible, are taken into account in this thesis.

1.2   RESEARCH BACKGROUND

Personnel management in Germany and Britain has gone through a variety of developments, influenced by national, contextual factors. In both countries, it has established itself as a specialist activity, which no longer has to defend its existence as a functional specialism, but in some respects is still struggling to be accepted as a major contributor to strategic business planning within companies. The discussion amongst researchers and practitioners since the 1980s, concerning the American concept of Human Resource Management has initiated a new phase within which personnel managers are trying to redefined their role. In both countries personnel associations have been established, which seek to promote personnel management and to support personnel managers.

In Britain, personnel management has tried, through its professional association, to progress down the classic path of professionalization, in order to attain the status of a profession. By contrast, in Germany, this approach has not been taken, as the state plays a major role in controlling occupations.

1.3   RESEARCH AIMS

The thesis aims to contrast the approaches of the IPM/IPD and the DGfP upon personnel management in their country and seeks to find out to what extent the associations influence the work, education and status of British and German personnel managers.

To this purpose, Chapter two reviews the literature on the British concept of the profession, the personnel management process in the two countries, and the history of the IPD and the DGfP. Chapter three then outlines the empirical approach taken throughout this thesis. Chapter four addresses the structure and the strategies of the two associations and chapter five takes a closer look at the ways in which these strategies are promulgated through their services. The journals are an important service for members of both associations and an analysis of their content over an eight year period is provided in Chapter six. Finally, Chapter seven summarises the findings, presents conclusions and makes recommendations for future research.

II LITERATURE REVIEW

2.1 PROFESSIONS AND PROFESSIONALIZATION

Introduction

This section overviews the literature on the concept of a profession, which is mainly a sociological debate of Anglo-Saxon origin within which sociologists have dealt with the emergence and development of professions, their relations to and their influence on other groups, their internal politics and their status within society (e.g. Abbott, 1988; Siegrist, 1990). These studies are closely bound up with historically and nationally specific issues (Crompton, 1990). Consequently, the significance as well as the contents of the discussions vary from one country to another and it would, for instance, be inappropriate to assume that the concept as it is used in the British literature is directly applicable to the German context. Nevertheless, an understanding of the concept of the professions is important when looking at the structures, strategies, memberships and services of personnel associations and their influence on personnel management in the two countries. By defining what a profession actually is, by looking at the strategies that professional groups choose, in order to serve the profession and by referring to the characteristics of professional associations, this section provides part of a cultural framework in which associations like the IPM/IPD operate. Also, some of the differences in the German context, in which the DGfP operates, are explained.

Definitions

It is widely recognised in the literature that the special features of a profession are:
1. a certain set of skills based on theoretical knowledge
2. skills are acquired through formal education and training
3. skills are demonstrated by passing an examination
4. professionals adhere to a code of conduct and ethical values
5. the service of the profession is intended to be for the public good
6. professionals are organised

(e.g. Greenwood, 1957; Turner & Hodge, 1970; Legge, 1978; Siegrist, 1988).

This definition, implying that professionals are altruistic, is derived mainly from an image of traditional professions, like the law and medicine. German authors agree with this set of characteristics, but at the same time they point out that the definition arose within a British context and that the characteristics have to be interpreted differently in Germany (Dewe & Ferchhoff, 1987).

Differences between Britain and Germany

A major difference between Britain and Germany is that, although experts or professionals are recognised as being of great value for the society and that every society has to handle and structure its expertise, the two countries find different ways of doing so (Rueschemeyer, 1980). Traditionally, in Germany the state plays a major role in regulating the establishment and development of occupations (Dewe & Ferchhoff, 1987). Skills, together with ethical values and codes of conduct are transmitted within an educational system, run by the state, i.e. either within public or licensed institutions. The outcome of the educational experience is measured through the requirements of examinations which are again directly or indirectly recognised by the state (*Staatsexamen* or *Diplom*) (Lundgren, 1988). By contrast, in Britain, professional education may be undertaken within state funded higher education institutions but it is accredited by professional associations. Hence, whereas German professions are more likely to be controlled by the state, British professionals to a far greater degree organise and control themselves.

Another difference between Britain and Germany refers to the social status that professionals in the two countries attain. In Britain, belonging to a certain profession can be associated with high social status and hence professionals feel strongly about their professional identity. In Germany, traditionally, social status was closely bound up with being part of a certain "cultural milieu", the *Buergertum*, rather than a profession (Siegrist, 1988). The *Buergertum* was a social group with common interests, experiences and ideologies which encompassed different occupational groups, sectors and class positions (Kocka, 1990).

It is argued that due to these fundamental differences between Britain and Germany, the British concept of the profession has to be extended to recognise the role of the state, other strategies for gaining status (e.g. civil-servant status or that of the entrepreneur) together with other roles of the individual or the group to find a basis on which a comparison between the two countries can be carried out (Siegrist, 1990; Abbott, 1991). This should also be born in mind when looking at the two personnel associations, the IPM/IPD and the DGfP.

Strategies

Today, professionals are more and more placed in central position in organisations and have to balance their professional values against the expectations of their employers, in order to be successful and to gain status (Harries-Jenkins, 1970; Morgan, 1990; Reed, 1992). Thus, the danger arises of professionals choosing to follow their own interests rather than supporting those of their profession. Their education mediates professional ethics, but once in the bureaucratic organisation, the employee finds that "the route to power, prestige and money is through serving the company and, in particular, through getting ... into management" (Perrow, 1986, p.45).

Also, with growing specialization in the labour market and the increasing number of people entering higher education, in Britain, more occupations, including personnel management, are seeking status within society and all the advantages which come with it. Traditional professions have to compete with new professions, such as the different disciplines within management and even the new professions have to deal with the overlap with other occupations (Armstrong, 1986). As Torres explains it "... the legitimacy of professional control is not established permanently, but rather increases or decreases with changing environmental conditions" (Torres, 1991, p.44).

Hence, today, professions in Britain are not necessarily altruistic any more, they are self-oriented occupations "on the make", progressing down the path of professionalization and thus thinking more carefully about their identity and how to

present themselves (Wilensky, 1964; Jackson, 1970; Torstendahl, 1990, Siegrist 1990). To be competitive in the "market" they start formulating new intra- and inter-professional strategies (Van Hoy, 1993; Armstrong, 1985). In order to exert control, professions define boundaries between "insiders" and "outsiders" to emphasise their exclusiveness, to maintain standards and to preserve autonomy. Current theories see the construction of a knowledge base itself as the central task of a profession (Abbott, 1991). Skills are used as a source of power. When professions take control over education and training, it means that they not only influence the skills and values of professionals, but they also control the entry into the profession.

It was these monopolising strategies of British professions that have led to their powerful position today. But, it has been recognised that monopolisation could have a negative impact on society and consequently, recent British government policies have been directed at redressing these closure tendencies, in order to ensure for the public best possible access to professional services (Crompton, 1990).

In Germany, the traditionally strong role of the state, in that it has power and control over the educational system, limits the possible strategies of professional groups and makes it more difficult for them to develop independent systems of training and certification (Caplan, 1990). The role of the profession is not in itself paramount for the individual, as status is not linked so much with the occupation as with the employing organisation. In Germany, people start to identify with their employing organisation rather than with their profession. This is also partly due to a tradition of life-long employment within one company and the growing involvement of companies in the training and development of their employees (Jarausch & Cocks, 1990).

Professional Associations
As outlined above, professionals in Britain tend to be more self-regulating and autonomous than in Germany and are interested in pushing ahead the development of the profession in order to gain status (Lindenfeld, 1990). They get organised into

professional associations, which represent their interests in the wider society, namely seeking and maintaining status and recognition (Coulson-Thomas, 1988 (a)).

Depending upon the particular work environment of a profession, professional associations exert different functions, such as the organisation, the qualification and the registration of professionals, the promotion of high standards and the furtherance of study and of communication (Millerson, 1964). According to their main objectives and strategies, Millerson differentiates between different types of professional associations:

       - Prestige Associations

        * Exclusive Prestige Association

        * Non-Selective Prestige Association

       - Study Associations

       - Qualifying Associations

       - Occupational Associations

        * Co-ordinating Association

        * Protective Association

(Millerson, 1964).

Belonging to a Prestige Association is closely bound up with honour and distinction as entry is through election to a closed group. The careful selection of members contributes to the high standing of this type of professional association. The idea of a Study Association is to contribute to the advancement of knowledge in a particular area. Here individuals come together to study their specific subject and promote their field to the wider public (Stein, 1993). Qualifying Associations aim to examine and qualify individuals, wishing to practice in a certain field. For these associations, the setting of educational standards and defining a code of conduct are an important means of enhancing the prestige of their profession. The idea is to gain status through the guarantee of high professional competence. In this context, in recent years the necessity for continuing professional development has been highlighted, in order not only to create competence but also to maintain it over the years (Madden & Mitchell, 1993). Occupational Associations organise professionals in

16

order to co-ordinate activities or to protect and improve the working conditions and remuneration of these professionals. In this respect, this type of professional association is to some extent comparable to the role of trade unions (Rabban, 1991).

Qualifying associations have seen a remarkable growth in the British context, as they provide a framework to distinguish clearly between professionals and non-professionals, in terms of their qualification and their expertise in a particular field. This development has particular significance in Britain, as employers there have been more reluctant in the past to invest in employee training and development than those in competitor nations like Germany.

Nevertheless, it is argued that professional associations increasingly face competition from the state educational system and from in-company training activities. Thus, they have to adapt their structures, strategies and services to meet the demand of the professionals, their "customers". On the whole they have to adapt a more commercial approach in order to be competitive in the market and to distinguish themselves from other similar and related associations (Coulson-Thomas, 1988 (b)).

Personnel Management as a Profession
The question whether personnel management is a profession or follows professional strategies in the sense as outlined above, is not totally unambiguous. Nevertheless, British contributors in general would see personnel management as a profession (Legge, 1978; Farnham, 1990 (a); Torrington & Hall, 1991). Timperly and Osbaldeston were already arguing in 1975 that personnel management had gone down the classical path of professionalization as indicated by Wilensky, supported by the professional association, the IPM (Timperly & Osbaldeston, 1975). German authors on the other hand have difficulties in taking up a clear position concerning personnel management showing the attributes of a profession (Waechter, 1987; Altrichter & Gorbach, 1993). This is due both to the concept of professions being Anglo-Saxon and hence not easily being transferred as such to the German context and also to the different features of personnel management in the two countries. An

17

analysis of the strategies of the IPM/IPD and the DGfP, as carried out in this thesis will add a further aspect to this discussion.

2.2   THE PERSONNEL MANAGEMENT PROCESS

The IPM/IPD and the DGfP both aim at promoting personnel management in their country. The following section gives a broad overview of the literature on three aspects of the personnel field in Britain and in Germany: the work, education and status of personnel managers, in order to understand the approaches and the potential influence of the two associations in these areas.

There are a lot of attempts to define personnel management and there is no universal agreement on the topic. In the following discussion, personnel management is used as a broad concept, implying all aspects and activities concerning human resources in an organisation.

2.2.1   THE EVOLUTION OF PERSONNEL MANAGEMENT AS A FUNCTIONAL SPECIALISM

Today's work of personnel practitioners in Britain as well as in Germany is a multifaceted role, which arose as a result of responses to past circumstances. Following changes in the economy, government's policy, society, labour legislation, industrial relations, the educational system and technological innovations, new personnel activities have come into being and others have become less important (Lyons, 1985). Moreover, organisational features have an impact on personnel management and consequently even within one society, the roles and models differ from organisation to organisation (Tyson & Brewster, 1991; Monks, 1992). Hence, the following comments can only be interpreted as broad tendencies. Nevertheless, it seems important to look at the evolution of personnel management, as it was born

18

out of conflicts and developments in society in the past. This gives an understanding of the kind of support that personnel associations are offering.

2.2.1.1   BRITAIN

A number of authors have dealt with the historical development of personnel management in Britain and most of them divide it into phases or describe it a stereotypical sequence (Niven, 1967; Watson, 1977; Lawrence & Lee, 1984; Torrington & Hall, 1991; Berridge 1992).

Welfare

It is generally agreed that personnel management in Britain goes back to the end of the 19th century. Its origins lie in the activities associated with the welfare of employees, often motivated by religious beliefs (Quakers). The idea of looking after employees was seen as an ethical duty (Lawrence & Lee, 1984). Nowadays, this aspect of personnel management is also influenced by legislation. With laws concerning health and safety at work as well as employees' rights, the state has set a social framework and part of the personnel manager's job is to ensure adherence to these regulations.

Administration

The predominance of the welfare activities changed with the emergence of "scientific management" in the 1920s. There was an expanding need to find new ways of controlling and coordinating work in growing organisations and consequently personnel management activities were extended through administrative support work. The view of the human being in this context stemmed from classical and neoclassical theory, seeing human resources as a factor of production (Thurley, 1991). However, this view and associated administrative tasks still influence personnel management today (Monks, 1992).

Human Relations

In the following decades personnel methods became more sophisticated and techniques and practices became more standardized. Further, a new influence on personnel management derived from the behavioral sciences. The human relations movement, initiated by the "Hawthorne-Studies" in the 1920s added another dimension to the understanding of work performance. In opposition to the scientific management approach, here the human being is seen as a social being and as such work performance is heavily influenced by psychological and social factors. It has been argued that personnel management from now on became separated from other technical functions in the enterprise, by being given a "soft" image (Berridge, 1992). Personnel activities became more concerned with the relationships between motivation, work conditions, incentive schemes and so on. These aspects were developed over the years and still play an important role within personnel management discussions today. Topics like flexible working hours, team work, quality circles etc. have their roots in this phase.

Industrial Relations

In Britain, up to the 1920s unitary labour relations generally prevailed. As a consequence of the depression in the 1930s the number of trade unions grew and so did union density. The increase in industrial conflict resulted in the enhanced importance of industrial relations in companies. Bargaining expertise within the company was needed and industrial relation managers were deployed to search for a "lost consensus" (Torrington & Hall, 1991).

The real break through for the dominance of industrial relations issues within the personnel function was in the 1960s, when the traditional idea of the "free born Englishman" and the "distrust of statist solutions" (Edwards et al., 1992, p.5) was overruled by a flood of legislation (Industrial Training Act [1964], Redundancy Payment Act [1965], Race Relations Act [1965, 1968], Equal Pay Act [1969], Employment Protection Act [1975]...) which started to regulate employment relations

and created a great deal of work. Personnel staff increased and large personnel departments sprung into existence, in order to respond to these legislative constraints (Kenny, 1989).

Furthermore, the shift from multi-employer towards single-employer bargaining during the 1960s brought an increased salience to the relationship between the trade union representative and the industrial relations manager, which was build on "voluntary" procedural rules, rather than "compulsory" laws and regulations. This contributed to conflicts which were characterized by plant level issues and where in ideological terms, a thinking of "them" and "us" predominated (Grahl & Teague, 1991). In this context the ambiguities and tensions experienced in personnel work, became more obvious. Lawrence and Lee point out that the personnel manager is "frequently caught between his conscience and trade union pressures on the one hand and his career and management pressures on the other hand" (Lawrence & Lee, 1984, p.172).

However, with deregulation in the 1980s the pressure on personnel specialists in this area of their work decreased. The idea was to "free up the labour market", by reducing the power of trade unions through several laws (Employment Acts [1980, 1982, 1988, 1989, 1990] Trade Union Act [1984], Wages Act [1986]) (Edwards et al., 1992). Law became deeply involved in industrial relations and bargaining structures and procedures have reduced the volume of nerve-racking negotiations. By the 1980s, in the face of large scale redundancies and the weakening of union power, a more co-operative approach developed and the situation today is not as fraught with conflicts as it was some decades ago (Kenny, 1989).

Management
As the industrial relations role of the personnel manager, which built up the basis of the need for professional expertise in this field decreased, personnel management has attempted to establish itself as a well respected management function. Personnel managers have begun to work closely with other management functions on developing, recruiting and training methods or career development programmes.

21

Also, line managers themselves have been increasingly involved in these arrangements and have become more aware of the importance of personnel issues. Hence, there has been a shift from the "man in the middle-position" towards a closer identification with management. However, whether the authority of personnel managers within the company has grown is more questionable. In many companies personnel is still seen as a service function to line mangers and personnel specialists still find it difficult to participate in the strategic decision making (Adams, 1991; Hoogendoorn & Brewster, 1992).

Human Resource Management
Global competition, internationalisation, complexity, technological change and the shift in employee values, the economic recession in the early 1980s, the economic and political policies of the Conservative Government as well as the influence of foreign owned or foreign managed companies, especially the Japanese enterprises, have demanded new managerial approaches and with them, new personnel management responsibilities (Armstrong, 1992; Berridge, 1992, Torrington & Holden, 1992).

As a consequence, the American concept of Human Resource Management (HRM) has also become increasingly subject of discussion in relation to personnel management in Britain. There is an increasing voice demanding new thinking, where employees are recognised as valuable assets and developed as such and where personnel management is an integral part of the overall strategic business planning process and should contribute to the development of a new organisational culture (Storey, 1988; Cowling, 1989; Legge, 1989; Torrington, 1989 (a); Tyson, 1993). It is argued that British personnel managers had focused too much on operational issues before the 1980s and that they have to realise that they have neglected the totality of the organisation by sticking to a specialist perspective (especially industrial relations), rather than taking on the perspective of general management (Armstrong, 1992). This refers both to strategic issues in general and to the role of training and development which is now seen as one of the most important (future) activities for British personnel managers (Holden & Livian, 1992). It is argued that

22

the devolution of personnel management, which is implied by the concept of HRM, causes threats and opportunities for the occupation in that operational tasks and responsibilities for personnel, and with it the specialist image, could be lost to line managers. Alternatively, human resource issues in general could be managed from a more strategic perspective and with stronger representation of personnel specialists at board level (Bett, 1993; Hoogendoorn & Brewster, 1992).

Although the HRM concept has increasingly been a topic in personnel management literature in Britain, indications of the implementation of new ways of dealing with human resources are rare (Storey & Sisson, 1992; Hendry, 1994) and there is still a lot of scepticism around (Legge, 1989; Blyton & Turnbull, 1992; Berridge, 1992). Brewster and Hegewisch stress that HRM is an American approach and that it is not easy to just implement it in an European context, where employers are not entirely free to establish their own policies. Legislation, industrial relations, as well as social and cultural factors represent serious restrictions. But the authors also realised that "The UK and Ireland do not fully share the European situation. They are, more than geographically, somewhere between Continental Europe and the United States." (Brewster & Hegewisch, 1993, p.40). As Connock says, personnel managers need a vision, clear goals, which are closely related to the business strategies, as well as tools which help them to measure their contribution to the overall company goals (Connock, 1992). However, as Storey and Sisson see it, personnel managers are clearer about what they are moving away from, than what they want to move to (Storey & Sisson, 1989).

2.2.1.2   GERMANY

In Germany, the roots of personnel management are difficult to make out. Some contributors argue that personnel management goes back to industrialization and the loss of social security within the community (Oechsler, 1988). Others see the change in the view of employment relations from an impersonal to a personal employment relation in the 1930s with the patriarchic responsibility of the employer for the social

welfare of the workforce as the starting point (Waechter & Stengelhofen, 1992). However, the Human Relations movement in the 1920s and 1930s represented the basis for companies to begin to recognise themselves as social systems and personnel management was needed to give new incentives to the workforce in order to bring about innovations. But during the Second World War the *Fuehrer-Gefolgschaft-Ideologie* predominated, which set other tasks for personnel managers (Spie, 1983).

Administration

Administration, coming out of "Scientific Management" and the "Weberian Bureaucracy" (Perrow, 1986) is often perceived as the real origins of personnel management as a functional specialism in Germany (Spie, 1983) and indeed, personnel management up to today is strongly shaped by administrative and operational tasks.

Labour Law/Employee Relations

The time after the Second World War experienced a constant rise in labour legislation (*Tarifvertragsgesetz* [1949]; *Betriebsverfassungsgesetz* [1952]; *Montanmitbestimmungsgesetz* [1952]...), which led the industrial relations system to be what it is today. However, in contrast to British colleagues, the German personnel manager is not kept busy with wage negotiations, as these take place between trade unions and employers' associations on an industry level (Jacobi et al. 1992). Personnel management in Germany rather revolves around contacts with Works Councils, which are a major channel for employees participation, are by law formally independent of unions and represent the entire workforce of a company (Arkin, 1992). Especially the amendment of the *Betriebsverfassungsgesetz* (Works Constitution Act) in 1972 set a crucial milestone and binds management and the Works Council to work together in trust and guarantees information and consultation rights in terms of personnel planning and its social consequences (Niedenhoff, 1990). This means that nearly all the personnel manager's work is determined by this Act and nearly every decision has to be examined in the light of juridical

24

consequences (Waechter, 1976). Thus, this system does not only impinge on the activities but also on the way of thinking of the personnel manager (Lawrence, 1991).

It is clear that personnel managers in Germany need expertise to be efficient in the "jungle of laws and contracts". Labour law represents a very complex and complicated system, as its sources are widely spread, based on the constitution, ordinary legislation (even here a lot of different laws are relevant), labour court decisions, collective agreements, works agreements, individual labour contracts, customs and last but not least the European sources of regulation. Even for experts it is difficult to oversee the whole structure (Weiss, 1989).

Active Recruitment

Also, the shortage of labour during the post-war reconstruction and "economic miracle" period is seen as a special feature in the German history of personnel management (Waechter & Stengelhofen, 1992). Companies had to think about strategies to overcome this overemployment. A period of active recruitment began and many companies had to employ foreign workers. Today, this phase is said to have been a challenge in terms of managing the diversity of the workforce. Coping with the different expectations of employees and with conflicts within the workforce which stemmed from different cultural backgrounds, was no easy task (Gaugler, 1988).

Education, Training and Development

Education has always had an important position in German society. A special feature of the German education system is the formal national dual system of vocational training, which goes back to pre-industrial times. Today, the emphasis is on a combination of general, theoretical studies, acquired in vocational training establishments which are run by the state and specific, practical training within companies (Fredebeul, 1981). The duties of the employer are set down in the *Berufsbildungsgesetz* [1969] (Vocational Training Act) which regulates all sorts of features of vocational training in order to secure an education to certain standards

(Europaeisches Zentrum fuer die Foerderung der Berufsbildung, 1982). The syllabus of the vocational training schools is the responsibility of the *Laender*. The system implies a joint conceptionalization and responsibility of companies and the state and it requires a continuous coordination between the two. Hence, "traditionally" it also affects the personnel management function.

Apart from the training of apprentices, the personnel manager is strongly involved in the development of employees in general and managers in particular. In Germany, an attitude towards internal promotion and development and long-lasting employment relations predominates (Derr, 1987; Arkin, 1992). This is mainly due to the legal restrictions and codetermination rights which rule out a "hire and fire" policy, but it has also manifested itself in the German culture and general attitude towards training and development.

Human Resource Management?
Since the Second World War the importance of personnel work has increased considerably and has become part of the management function (Spie, 1983), but in comparison with tactical and operational tasks, strategic tasks in German personnel management are very rare. Nevertheless, today it is not administrative issues which are the topics of public discussions, but qualitative, strategic questions (Benz et al., 1993; Tuempen, 1993) and although personnel management is still predominated by administrative tasks in practice, universities for instance refuse to accept this and concentrate on strategic issues on their courses (Wunderer, 1993 (b)).

Since the 1980s the concept of Human Resource Management is widely discussed in Germany too, mainly based on the British and the American literature, but German contributors are sceptical. It is argued that Human Resource Development (HRD) has always played a major role in German organisations and that awareness of training has been part of the German culture for a long time (Waechter & Stengelhofen, 1992; Holden and Livian, 1992). Also, it is feared that the allocation of personnel management responsibilities to line managers could lead to a loss of consistency in the whole system. They argue that the tendency for devolution could

lead to a decrease in trust between personnel management and the Works Council, as it is just because of this co-operatism that the German system works (Waechter & Stengelhofen, 1992). Furthermore, it is argued that the short term oriented objectives of line managers and the long term oriented personnel policies do not (yet) point in the same direction. The consequence could be that if line managers take over personnel tasks, personnel costs could be cut in the short-term, but the productivity of human resources would decrease in the long run (Wiedemeyer, 1993). These doubts are reflected in practice, as the devolution process in Germany has not yet taken place to the same extent as in other countries (Wiltz & Koppert, 1990; Schwitt, 1993).

Reunification

The reunification in 1990 created a whole set of new challenges for personnel management, especially in the new *Laender*, where personnel had been a centralised, political function. Also, for West Germany a lot of work arose, as companies founded subsidiaries which had to be staffed, people had to be trained and more flexible patterns of work had to be introduced. But as personnel management in Germany is embedded in a tight set of laws and regulations, which supports the need for personnel management and offers a secure occupational base, the reunification of Germany is seen as a challenge for the personnel manager, rather than as a threat (Wunderer, 1993 (a)). Nevertheless, the coming down of the Berlin Wall revealed some weaknesses of the static employment and industrial relations patterns and it was argued that the need for a more flexible approach could in the long run lead to a shift in German labour relations towards less standardisation (Arkin, 1992).

2.2.2 EDUCATIONAL BACKGROUND OF PERSONNEL MANAGERS

Differences between the educational systems in Britain and Germany do not only influence the work of personnel practitioners but also their own training and

education. As professional associations in Britain increasingly try to impact upon the education of their profession, it is worthwhile looking at the differences and similarities between the educational backgrounds of personnel managers in the two countries in order to understand the potential influence that associations like the IPM/IPD and the DGfP could have on the education of their members.

2.2.2.1 BRITAIN

Personnel specialists in Britain are not a homogeneous occupational group which is mirrored by the variety of their different educational backgrounds (Farnham, 1990 (b)). A survey in 1990-1991 distinguished between the following levels of qualification in order to analyze the educational background of personnel managers:

- Doctorate (Postgraduate degree, about 3 years)
- Master's Degree (Postgraduate degree, normally 1 year)
- Bachelors's degree (Graduate degree, 3 years)
- Full IPM membership
- HND/C (subdegree technician diploma, 2 or 3 years)
- part-qualified IPM
- A-levels (school leaving award at 18)
- O-levels (school leaving award at 16)
- GCE/RSA (secretarial qualification).

Berridge concludes from the data, that personnel on the whole represents a business function which is well educated in comparison with much of British management (Berridge, 1992). Still, the Price Waterhouse/Cranfield Study finds that 30% of personnel specialists in the UK do not have a university degree, a higher proportion than in other European countries (Anonymous, 1993). Considering that personnel people are supposed to be at the forefront of training and development issues this situation is perhaps surprising.

28

Combining the different hierarchical levels in personnel with the highest qualification achieved, it seems that the more senior personnel managers are, the more they are likely to have a Master's degree. Less striking are the differences between the number of practitioners who have a Bachelor's degree or full IPM qualification which remain similar up the hierarchy. The percentage of personnel practitioners without a degree or full IPM qualification decreases the more senior they are (Berridge, 1992).

The survey does not tell whether degrees have anything to do with personnel. Research in this area (Timperly & Osbaldeston, 1975; Monks, 1993) most of the time concentrates on the level of qualification, rather than the subject in which a degree was achieved. A European survey in 1978/1979 found that in most cases a business degree predominated in the case of British personnel managers (Friedrichs, 1984). However, although it gets more and more important to have a university degree in Britain, from the data one gets the impression that it does not matter whether or not this is related to personnel.

Surveys indicated that personnel managers themselves feel that their training is not sufficient (Shackleton & Taylor, 1988) but that on the other hand they are not really fond of professional training and a high percentage of personnel practitioners feel that anyone could succeed in personnel without any personnel related qualification (Guest & Horwood, 1981).

There is a growing body of opinion, which believes that the government must introduce an element of compulsion in the training field in order to reduce the fragmentation of the educational background of personnel managers (Sheldon, 1993). Personnel management too is influenced by the NVQ system which is supposed to help to judge and coordinate the above mentioned diversity of qualifications (Holmes, 1992).

2.2.2.2   GERMANY

The personnel occupation is not a formally accepted *Beruf* as for instance there is no apprenticeship programme for personnel people. People coming into personnel without an university degree would go through a *kaufmaennische Lehre* (general commercial apprenticeship training), but this would not prepare the apprentices particularly for personnel work. On the contrary, many companies would not want apprentices go through their personnel department and get insight into the personal records of other employees. Nevertheless, many personnel directors have still gone through an apprenticeship in addition to their university studies (Wagner, 1994).

The European study in 1978/1979 found that only 48% of personnel managers in the sample had a university degree, compared to 76% in the British case (Friedrichs, 1984). This apparently high proportion of "graduates" amongst British personnel managers may arise because professional qualifications are grouped with university degrees. However, nowadays, in Germany, a university degree is increasingly important for moving up managerial hierarchies. A recent survey showed, that more than 80% of the personnel directors in the sample had a university degree (Wagner & Rinninsland, 1992). With rising student numbers, tighter labour markets and increasing job requirements, university degrees have become more and more important in personnel over the years. It is, apart from other criteria, one key to getting the first job, as well as to promotion within the company.

Up to the middle of the 1970s lawyers predominated in the personnel field, they were then joined by sociologists and psychologists up to the 1980s, when business administration graduates discovered the field (Wiedemeyer, 1993). Within business studies it is possible to specialise in personnel. The first professorial chair for personnel was created in the early 1960s and today there is hardly any university that does not offer courses in personnel or related issues (Wunderer, 1993 (b)). Wunderer and Kuhn found that currently around 57% of personnel managers come through the personnel route ("chimney career") which would suggest that the educational background of personnel managers are not as diffuse as those of British

30

colleagues. However, the authors reckon that this will change, probably due to the discussion about the devolution of personnel. They argue that personnel managers coming through other routes would learn by doing, through seminars and literature (Wunderer & Kuhn, 1993). Generally speaking, the educational background of personnel managers mirrors the evolution of personnel management as a functional specialism, as outlined earlier and also indicates its increase in importance (Bisani, 1983).

Critics of the German education system point out that the studies at German universities are in fact not a good preparation for practice. They claim that they are too theoretical and the knowledge is exam orientated rather than appropriate for day to day problem solving. This is why the tendency is more and more to get additional training and qualifications outside the system (Altrichter & Gorbach, 1993). Work placements and trainee programmes within companies and seminars at private institutions are gradually becoming essential parts of the curricula vitae of graduates.

2.2.3   STATUS OF PERSONNEL MANAGEMENT

In this section the discussion on the work and the education of personnel managers is extended through a further perspective, namely the status of the function. Talking about "status" is a delicate matter, as it is a question of values and judgement which is difficult to identify, but essentially the status of personnel management refers to the importance and power of the specialism within the organisation. This aspect seems, at least in the British context, important with regard to the analysis of a professional association like the IPM/IPD and for comparative purposes is also interesting in the German context.

Personnel management in both countries has always had to struggle for its position within the company context and the literature finds different reasons for these difficulties. Firstly, in Britain, there is the "man in the middle position" of personnel

managers between employers and employees, which in the past has impeded a clear identification with the one or the other group. It is a general problem of the personnel function, but in the British case is even more critical, as negotiations between employers and trade unions take place at a plant level (Torrington, 1989 (a)). Secondly, personnel management as a "staff function" still has hardly any formal executive authority within the British and the German organisation structure. Thirdly, there is the general conflict between the short-term goals of line managers and the longer-term orientated tasks of the personnel function, which always make it difficult for personnel people to match the needs of the business and of their own field (Lawrence & Lee, 1984). Fourthly, attention in both countries is drawn to the difficulties of defining personnel work. This is closely bound up with its nature, namely dealing with human beings. The personnel department's contribution to the company's productivity is only indirect and difficult to evaluate in the context of ultimate objectives, which makes it difficult to describe the role of personnel managers in such a way that other managers can understand their contribution (i.e. its financial implications) (Legge, 1978; Shipton & Mc Auley, 1993). Last but not least, there is a dilemma in the position itself. On the one hand, the personnel manager's task is to solve problems in the organisation, for example industrial relation problems or communication problems, but paradoxically, on the other hand his/her professional position depends in many respects on the existence of these problems (Armstrong, 1986).

All these general dilemmas of personnel management lead to the problem of personnel managers again and again having to defend their existence within the organisation, notwithstanding the culture within which they move.

2.2.3.1 BRITAIN

Despite the ambiguities mentioned above, personnel management in Britain saw a continuous increase in its importance throughout its history. This is backed up by the acknowledgement of personnel management in organisations and by the fact that

researchers extend their investigations in the field (e.g. the debate on the HRM-concept) as well as by the growth and development of the professional association.

Shipton and Mc Auley provide a useful picture of the development of the importance of personnel management, when they look at the power and the integration of personnel experts in companies and find that according to his/her predominating activities, the relationship between the two variables changes (Shipton & Mc Auley, 1993). With welfare work being the main activity of personnel people at the beginning of the century, integration and the power of the personnel manager in organisations was low. The growth of administrative tasks supported the integration of the field within companies. Then, with the industrial relations role and the struggle for a management position, the personnel managers' power increased as well. Finally for organisational development managers (HRM), the power remains high, but the integration in terms of day-to-day tasks can be reduced. This confirms the general view that personnel managements' importance for organisations has risen throughout the years, and with it power, as the occupation increasingly and systematically tried to improve its status in the 1980s (McKay & Torrington, 1986; Farnham, 1990 (a); Tyson, 1993) .

Although personnel management can be said to be firmly rooted in British companies nowadays, its position in relation to other functions within management still lacks status. Some results of Price Waterhouse/Cranfield Study contribute to an understanding of personnel management's standing. First, it is found that 95-98% of the replying companies have a personnel management department, which underlines that personnel management has established itself in the company and one can scarcely imagine an organisation of any size without somebody responsible for human resources. Second, in 49% of the cases the personnel manager was on the board, as opposed to over 80% in France or Sweden, over 70% in Spain and 31% in Germany (Gaugler & Wiltz, 1992). This underlines what is said in the literature, that British companies compare generally unfavourably in terms of valuing personnel managers.

2.2.3.2   GERMANY

Personnel management in Germany is a young discipline, which did not become institutionalised in companies and educational bodies before the 1960s, but its importance has grown significantly since then. As the German scene of industrial relations is more corporatist than the British one, the acknowledgement of personnel management in Germany does not really stem from this role. It is argued that because personnel management in Germany is strongly shaped by regulations and laws, its role is "reactive" and this has not contributed to high status for personnel management (Lawrence, 1993). Still, with the complicated system of labour law, line mangers realised that expertise was needed and their recognition of the personnel department increased (Lattmann, 1985). But it was rather the strong involvement of personnel managers in internal training activities, closely bound up with promotion and career development for managers, which supported the integration of personnel managers (Lawrence, 1993; Bueschelberger, 1991).

The Price Waterhouse/Cranfield Study showed that more than 95% of enterprises have personnel departments, which indicates that personnel management is seen as indispensable. But opposed to Britain, where a little less than half of the organisations have personnel directly represented at the top decision-making level, in Germany only in three out of ten companies this is the cases (Gaugler & Wiltz, 1992). This supports the general impression that German personnel departments are loaded with operational and administrational work, rather than strategic planning (Wiedemeyer, 1993). But it was mentioned elsewhere that in Germany personnel issues are brought into corporate thinking by employee representation on the top level, through the two-tier system (Butler, 1990; Brewster & Hegewisch, 1993).

On the whole it is argued that personnel management in Germany is less autonomously professional and more reactive than British personnel management.

34

2.3 ORIGINS AND HISTORY OF TWO PERSONNEL ASSOCIATIONS

The structure and the strategy of organisations is often heavily influenced by their origins. Hence this section provides an insight into the literature on the history of the IPM/IPD and the DGfP, in order to understand their role today.

2.3.1 INSTITUTE OF PERSONNEL AND DEVELOPMENT

The roots of the IPM are to be found in the Welfare Workers Association, which was founded in June 1913. Although the founder members were composed of thirty-four welfare workers and only a few employers, the association was meant to be an employers' association. It was felt that social work was part of the employers' responsibilities to the community and founders were interested in industrial betterment. The new institution served as a centre for the exchange of ideas on the one hand and as a source of back up for the pioneers, who went out to persuade others to follow their social responsibility approach (Niven, 1967).

In 1917 the organisation was renamed the Central Association of Welfare Workers. The association from now on was to act as a "professional" body for all those engaged in welfare work. It was in 1918 that for the first time welfare work was defined as that part of management which dealt with the well-being of those engaged in business without interfering between trade unions' and employers' relation. It was a purely administrative and advisory rather than legalistic or political function. With the definition came the acceptance of only those who worked according to this principle.

With the new name of the Central Association of Welfare Workers (Industrial) in 1919 the decision was taken that "full members must hold a diploma or certificate of training approved by the association" (Niven, 1967, p.60). These qualifications were offered by colleges, which co-operated with the Association. In the same year

the Association merged with the Welfare Workers Institute and was then called the New Welfare Workers Institute. All this renaming indicates the "pioneering character" of this phase not only in terms of finding an identity for the Institute but also in terms of the development of the personnel field.

As there was a growing demand for information, the first journal ("Welfare Work") was published in 1920 in order to provide this information and at the same time to voice the Institute's policy.

Thus, by this time, the association had achieved
- being the only professional and independent association of welfare workers
- having a governing body representative of the membership
- being organised nationally, with branches all over the country
- being financed solely from members' subscription
- having close connections to universities and colleges
- publishing a journal, organising annual conferences and cultivating international links

All these features led to incorporation in 1924. This brought official recognition, improved status and the advantage that its existence was no longer dependent on the life of any one member.

In the late 1920s welfare officers turned from simply welfare to labour and staff management in order to meet the pressing needs of recession and unemployment. It was recognised that labour policy should emanate from the board. This thinking was in contrast to earlier beliefs that work organisation could develop from the shop floor upwards. The reconsideration of the Institute's purpose, in the light of the altering function was supported by the new name of the Institute of Labour Management (1931). These changes contributed to diversity within the membership. On the one hand there were those who appreciated that the personnel function was moving towards a management function and on the other hand there were the

welfare people who feared that authority would shift from the "profession". Spontaneous groups emerged and the Institute was in danger of losing control (Niven, 1967).

In 1944 the Institute clearly defined its aims again: "The aim of the Institute is to encourage and assist in the development of personnel management in Great Britain, on the one hand by making information available on the principles and practice of effective personnel management and by undertaking research to this end; and on the other hand by seeking to establish and maintain through training and the interchange of information a high standard of qualification among personnel officers." (Niven, 1967, p.108). The demand was no longer for more personnel officers but rather for higher standards of performance. It was in 1946 that the organisation was renamed again as the Institute of Personnel Management, a title which has lasted for nearly fifty years.

It should be mentioned that most of the early initiatives were strongly driven by particular individuals. As Watson puts it: "The period of development of occupational organisations for personnel workers between 1915 and 1946 is, I suggest, a fascinating example of the way key individuals and small groups of activists can create a consciousness of common interests and structure relationships between people working in related jobs." (Watson, 1977, p.125).

Over the years the IPM has faced competition from other professional bodies and it has had to take clear positions in order to survive in this "market". It was a time when personnel managers had to ask themselves what contribution they made to the business. In the late 1940s for example, the IPM faced competition from the British Institute of Management (BIM). But in 1950 a formal agreement was signed which guaranteed co-operation between the two bodies. Another example would be the uncertainty caused by the British Association of Commercial and Industrial Education (BACIE) as a result of the lack of clarity generally about the position of training. In the end courses continued to be arranged jointly with the BACIE.

A further important step was taken in 1955, when the Institute introduced its own external examination scheme and revised the membership regulations. From then on, only those who either took a recognised IPM course or passed the Institute's examination or had several years of work experience could apply for membership. The education scheme has been continuously updated and modernised throughout the years in order to meet the changes in the field. The current programme was introduced in 1990, with a first stage focusing on general management issues (Farnham, 1990 (a)) and a second stage allowing for greater personnel specialisation (Torrington, 1989 (b)).

The merger with the ITD in 1994 mirrors the development of personnel management in the last decade when the training and development issue has gained importance. In connection with the HRM debate as outlined earlier, it is said to be a necessary, proactive, future-oriented decision (Armstrong, 1993).

2.3.2 *DEUTSCHE GESELLSCHAFT FUER PERSONALFUEHRUNG*

There is no literature on the history of the equivalent German association, the DGfP, which in itself indicates that it is a lower profile organisation (Lawrence, 1992).

In January 1952 *Der Neue Betrieb e.V.* ("The New Company") was founded by six employers in order to constitute a forum for discussions and for the exchange of experiences. The new economic system, as well as the activities of the government concerning employment legislation, led to an atmosphere of uncertainty and a lack of information among entrepreneurs. Furthermore, labour legislation concerning industrial relations strengthened the position of the workforce and created the need for communication amongst employers.

Right from the beginning membership was company based and earlier on the topics members dealt with were general economic and business problems, rather than questions related to personnel. At that stage it was not an issue whether the

organisation would become a professional body for personnel managers. On the contrary, at that time some of the members aimed at becoming a political pressure group. A real problem arose because the role of the organisation was not clearly articulated and the employers' federations felt competition from the new institution.

However, the situation is reflected by a comment of Niven in 1967. He wrote, referring to the Golden Jubilee Year (1963) of the IPM: "But significantly there were also present representatives of the younger generation of pioneers, ... a representative from a comparable organisation in Germany" (Niven, 1967, p.163).

As with the British association, the DGfP too was searching for international contacts quite early in its history. The first international experience exchange circle took place in 1959. Also in 1962, the organisation was one of the founding members of the European Association for Personnel Management (EAPM), as well as of the World Federation of Personnel Management Association (WFPMA) later in 1976.

Over the years the association introduced more experience exchange groups and from the beginning of the 1960s onwards, seminars were offered in order to meet the demand for expertise by personnel people. At the same time, personnel management established itself as an academic discipline at university (first professor appointed in 1962 in Mannheim). The association however focused on seminars, orientated to practitioners needs and was not concerned with the content of university courses.

It was in January 1968 that the organisation was finally renamed as the Deutsche Gesellschaft fuer Personalfuehrung e.V.. Its major objective, laid down in the constitution of the association, was "the promotion of the personnel function in practice, research and teaching" (DGfP, "Der Kreis ist offen", p.3), which it tried to achieve through improving its services.

As membership by companies all over Germany increased steadily over the years, the association tried to get geographically closer to its membership by founding

regional offices in Munich (1988) and Frankfurt (1991). Also the DGfP established a subsidiary in 1991 in Leipzig in order to support personnel managers in the new Laender.

The DGfP e.V. is a non-profit making organisation and is by law not allowed to have higher earnings than expenditures. But as the variety of services grew in accordance with the needs of the members, the foundation of a profit making company became necessary. Hence, in January 1989 the DGfP mbH started in business. It is a subsidiary of the DGfP e.V. The DGfP mbH is responsible for all the profit making activities like consulting, surveys, seminars, the organisation of fairs and exhibitions and advertisement in the journal. The fact alone that a profit making organisation was established, which faces an excellent chance of being highly successful, is a sign of the boom in personnel management and the willingness of companies to invest in personnel matters.

2.4 SUMMARY

The literature on the professions and on personnel management represents a good example for the impact of contextual factors on occupations. Due to particular national economic, political, social and cultural features, the work, the education and the status of personnel managers in Britain and Germany differ from each other.

The importance of the occupation in Britain as well as in Germany increased steadily since the Second World War and in both countries it went through several phases. In Germany it was the bureaucratization, the legislation and the educational tradition which justified its existence and its importance within the company. In Britain the emphasis was more on social responsibilities and industrial relations. However, both, British and German personnel managers deal with operational rather than strategic issues and it seems as if changes for the field are being driven from outside the personnel domain. Although the concept of HRM is an issue in the literature in both countries, yet, there is no evidence that it was widely implemented

in practice. Nevertheless, a comparative view suggests that devolution of personnel management and the involvement of personnel managers in the strategic planning is more common in Britain than in Germany and that development issues are stronger integrated in the German personnel manager's role. On the whole, the British evolution seemed more problematic than the German one, where the function was given a certain stability through legislation and regulations.

The origins and the history of the IPM and the DGfP indicate basic differences between the two organisations and their potential influence on the work, education and status of personnel managers in each country which could indicate that the two associations could be seen as another contextual factor impinging on the personnel field.

III   METHODOLOGY

3.1   RESEARCH DESIGN

The literature showed that personnel management has to be put in the cultural context, in order to understand the differences between personnel management in Britain and in Germany. In each country the specialism emerged and developed as a reaction to specific national environmental factors. Also, the different ways of educating and organising experts in the two countries have to be considered, when investigating the occupation as a whole. An important difference is that in the case of Germany, the state plays the major role in controlling occupations and professions, especially the recognition of professional qualifications based upon a university degree, (which is a matter for the state). In contrast, Britain has seen a growth in individual associations, which attempt to progress down the classic British path to professionalization and offer qualifications in order to promote and support professional practice, which generally was not initially based upon a university qualification. All these differences are mirrored in the origins and the development of the IPM/IPD and the DGfP. Figure 1 shows the research context.

This thesis investigates the different role of the two associations in supporting personnel management in their country today and in doing so provides an analysis of a further dimension of the cultural context in which personnel managers function. The basic research questions are

- In what ways do the IPM/IPD and the DGfP attempt to influence personnel management in their country?
- To what extent do the IPM/IPD and the DGfP influence personnel management in their country?

FIGURE 1: RESEARCH CONTEXT

ECONOMIC DEVELOPMENT

SOCIAL
CHANGES

COMPANY

POLITICAL
INFLUENCES

PERSONNEL

EDUCATION
SYSTEM

strategy

PERSONNEL
MANAGEMENT
PROCESS

structure

LABOUR
LEGISLATION

ASSOCIATIONS

RESEARCH

culture

INDUSTRIAL
RELATIONS
SYSTEM

TECHNOLOGICAL INNOVATION

43
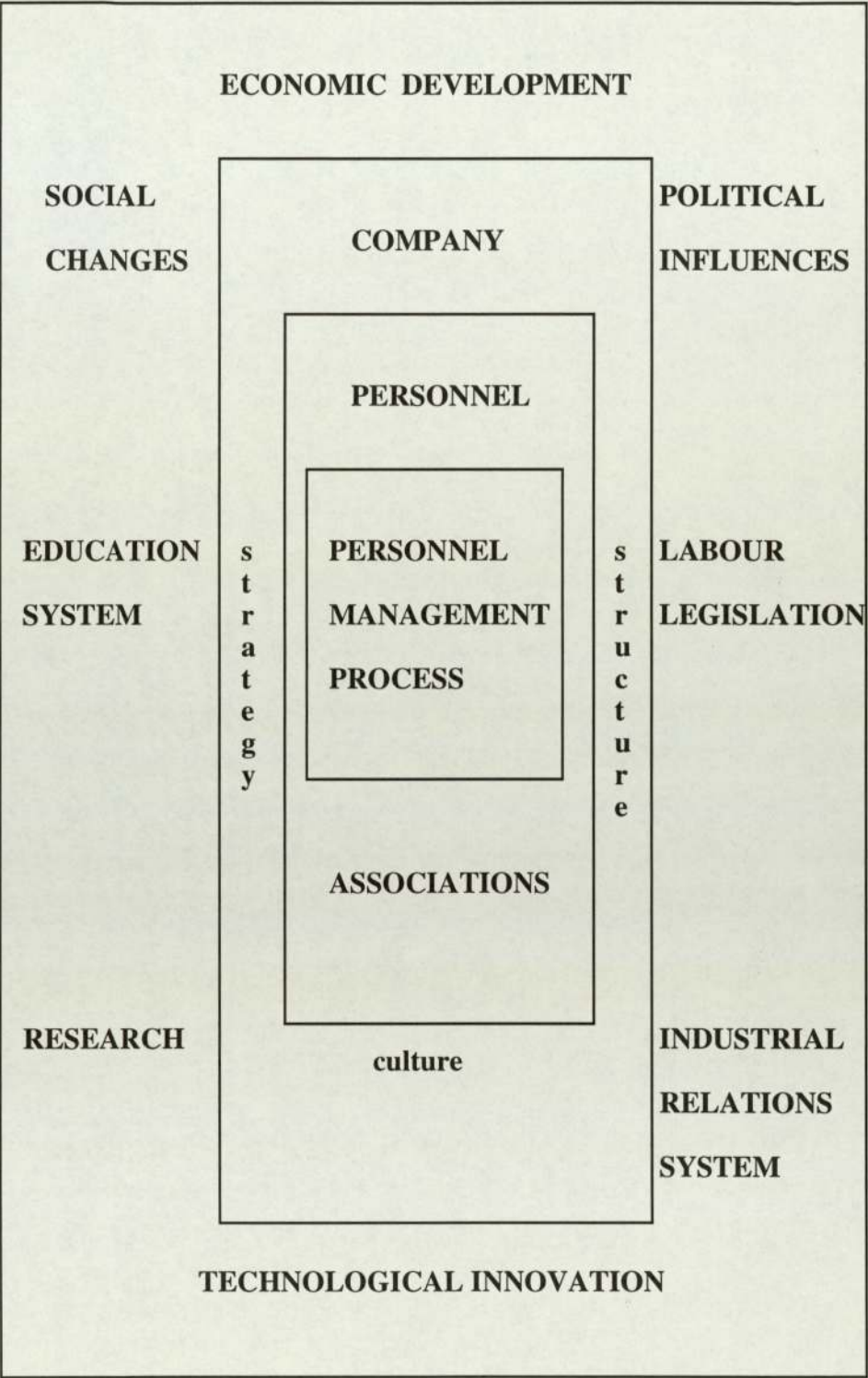
The basic rationale for international comparative research is the contribution it can make to international understanding (Berting, 1982). The whole research was conducted within a comparative framework, always bearing in mind that two cultures are involved and that the results are likely to uncover similarities as well as differences between them. The contrasting approach made it easier to understand the specific characteristics of each association and the contribution it makes to the contemporary personnel management process.

In order to find answers to the basic research questions, the organisational structure, the membership, strategies and services of the IPM/IPD and DGfP have been reviewed and placed in the context of members' viewpoints. Also, the journals *Personnel Management* and *Personalfuehrung* have been the subject of empirical investigation in this thesis, in order to understand the kinds of topics which these journals draw to the attention of members. Figure 2 shows the research model.

3.2   DATA SOURCES AND METHODS OF DATA COLLECTION

Easterby-Smith et al. differentiate between two paradigms. First a positivist philosophy, which assumes that the world is external and objective. This implies that the researcher develops a theory first and then checks its generalizability. The second approach is phenomenological and basically believes that the world is not externally determined but socially constructed and given meaning by people. Within this perspective researchers study the social world in its "natural" state, undisturbed as far as possible by the researcher himself/herself. These paradigms represent extremes of a continuum along which most management research is located (Easterby-Smith et al., 1991).

Within a study that is interested in differences between countries, the world should be seen as multifaceted and strongly influenced by historical, social and cultural features. The approach taken should give the researcher the opportunity to take different perspectives and to be open-minded. Continuous learning throughout the

FIGURE 2: RESEARCH MODEL

NATIONAL CONTEXT

COMPANY

PERSONNEL ASSOCIATIONS:

IPM/IPD AND DGFP

* STRUCTURE

* STRATEGIES

* MEMBERSHIP

* SERVICES

PERSONNEL MANAGEMENT
PROCESS:

* WORK

* EDUCATION

* STATUS

OF PERSONNEL MANAGERS

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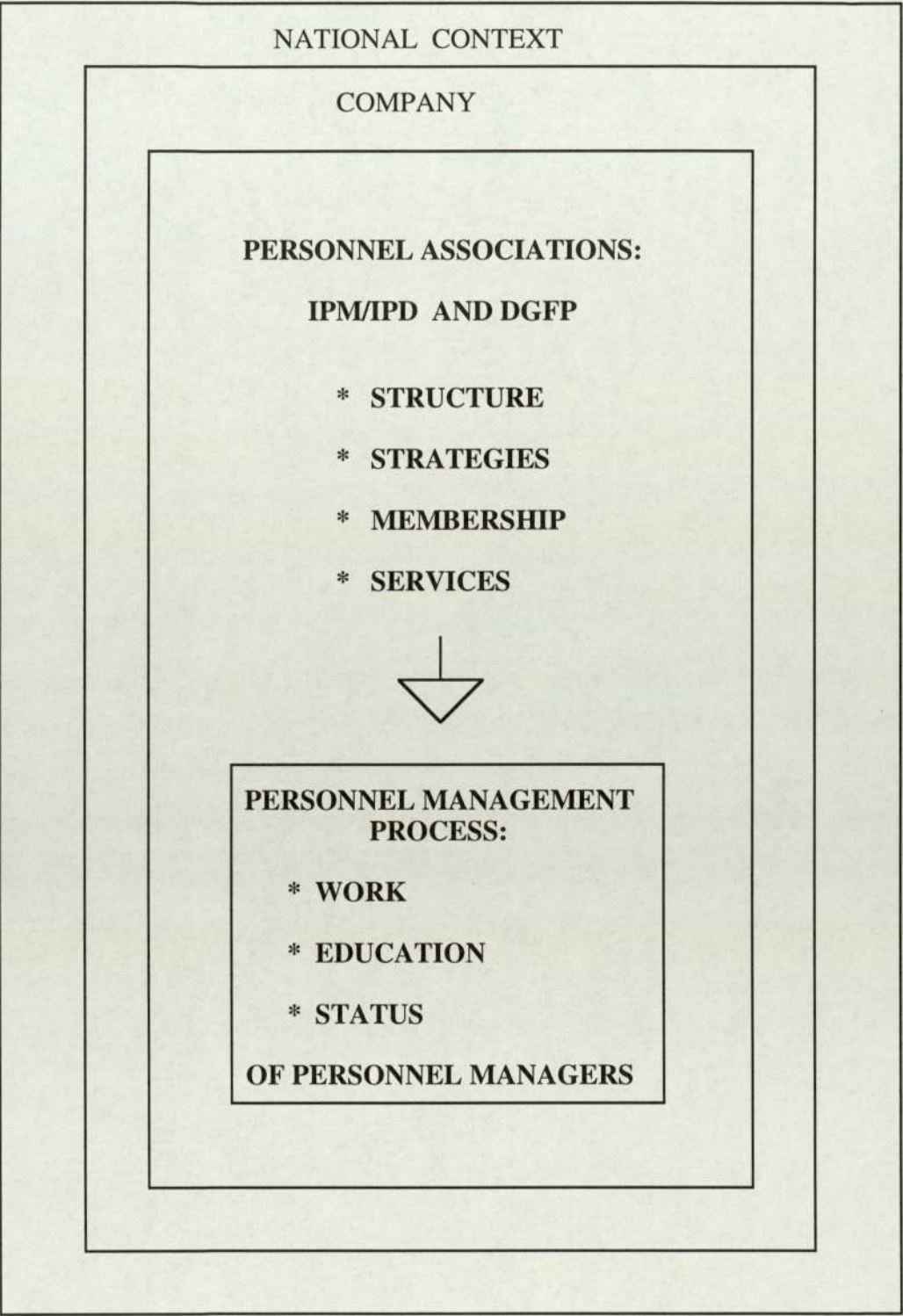
research process should guide the researcher's understanding. The real world is complex and should not be interpreted within a narrow approach, especially when it comes to international comparisons. Consequently a phenomenological perspective is taken throughout this thesis.

Easterby-Smith et al. advise researchers to "use different research methods from within the same paradigm whenever possible" (Easterby-Smith et al., 1991, p.134). This matches the idea of triangulation, where the researcher gets an idea of the world by considering different perspectives. Especially in international comparative studies, this seems unavoidable, in order to understand both national viewpoints. Therefore the empirical approach should be as flexible as possible. This is achieved by choosing different data sources and by using different methods of data collection. Nevertheless, for the sake of comparability the sources and methods should be the same in the two countries.

In this thesis data have been drawn from three different sources: literature, secondary sources and research interviews. From these secondary sources and the interviews, qualitative as well as quantitative data has been gathered. Figure 3 summarises the empirical approach.

3.2.1 LITERATURE

The literature was a very important data source for this thesis. Literature in both languages - English and German - has been assembled from a variety of libraries around Britain and Germany. Being educated in Germany and being familiar with the German concepts and discussions, it was a challenge for the researcher to understand the way of thinking in Britain, especially when it came to sociological aspects, which are to a great extent culture-linked and have to be seen historically. The range of books and articles helped the researcher to develop a comparative perspective and to locate her ideas, to refine them and to give meaning, structure and purpose to her research (Gill & Johnson, 1991).

FIGURE 3: EMPIRICAL APPROACH

NATIONAL CONTEXT: LITERATURE

COMPANIES:

LITERATURE
(INTERVIEWS WITH MEMBERS)

IPM/IPD AND DGFP:

SECONDARY SOURCES,
INTERVIEWS WITH OFFICERS
ANALYSIS OF THE JOURNAL

**PERSONNEL
MANAGEMENT PROCESS:**

INTERVIEWS WITH
MEMBERS
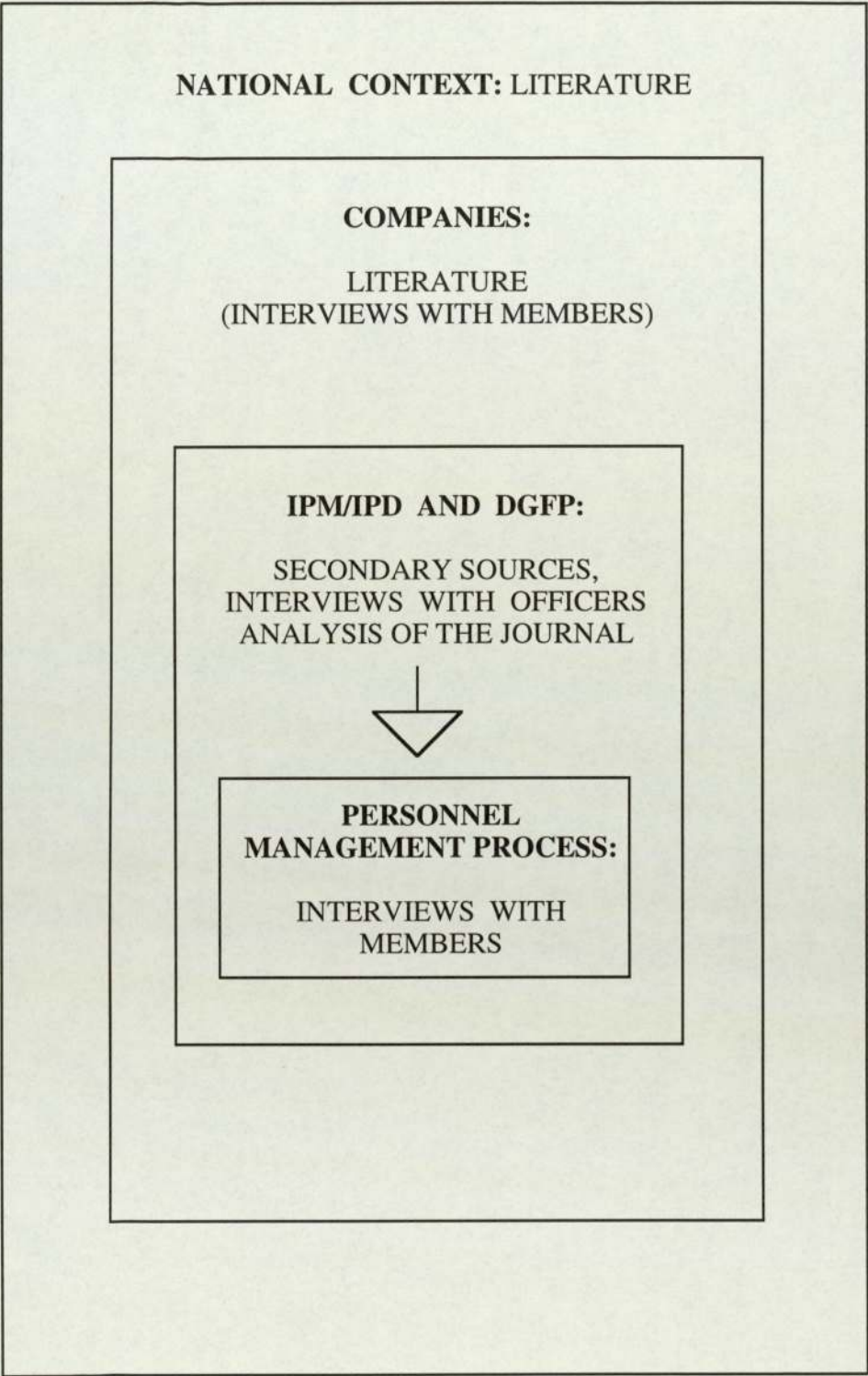
The books and articles covered the following areas:

- concept of the professions, their strategies and the professionalization process
- concepts of professional associations
- concepts of organisational structures and processes
- concepts of general management issues
- concept of personnel management as a process in Germany and Britain
- educational systems in Germany and Britain
- literature on the two associations IPM/IPD and DGfP
- literature on research and methodology

3.2.2   SECONDARY SOURCES

Brochures and other Documents

Another source of data which informed the project was derived from secondary sources, i.e. material that had been prepared for other purposes in the form of brochures and other documents of the IPM/IPD and the DGfP (Appendix 1). One has to bear in mind that publications address certain groups of people and fulfil a certain purpose. The associations for example seek to attract members with their brochures and hence put information about their services and activities in a favourable light. But once the researcher has recognised this, it can lead to revealing insight into the way the associations would like to project themselves. Apart from publications, the associations also supplied the researcher with statistics and other unpublished material. The whole set of secondary sources provides a picture of the two Institutes' activities and policies and represents an important element in the analysis of the two organisations.

Journals

In addition, the published journals of the IPM and the DGfP were seen as important data sources. They are the major service provided by the associations, to keep members up to date with the latest developments in the field and are one of the most

important communication channels between the associations and their membership. Given that, it is worth investigating the types of content and topics covered by the journals, as they provide an indication of the issues that the associations consider to be important to their members. Whereas the IPM publishes two journals, *Personnel Management* and *Personnel Management Plus*, with each of them coming out monthly at different times of the month, the DGfP just issues one monthly journal, *Personalfuehrung*. For the sake of comparability, the IPM's supplementary issue, *Personnel Management Plus*, was excluded from the analysis.

Index

On the assumption that the yearly index of a journal mirrors the major topics that a journal cover throughout the year (Weber, 1990), the analysis was based initially on the index subject classification in *Personnel Management* and *Personalfuehrung*, focusing on the period from 1986-1993. Admittedly, it would have been interesting to look at the development of the topics, say over a period of two decades, but the basis for comparability was not there, as the DGfP index subject classification was not introduced before 1986. The IPM index subject classification dates back to 1971. The idea of the researcher creating an index subject classification for *Personalfuehrung* was rejected. This was mainly due to the fact that the criteria for finding subjects for the index classification were unknown at that point in time. A classification of articles on the basis of their titles, rather than their content seemed risky and it was felt that it would not have represented a satisfactory basis for a comparison.

Given the index subject classification, the number of articles categorised in each topic were counted. This method is grounded in the application of clear and easily followed procedures and is said to be relatively objective (Scott, 1990). It implies however that frequency is an indicator of importance and significance. Although the researcher was aware that this assumption does not necessarily apply in each case, it is assumed that it at least shows tendencies.

3.2.3   RESEARCH INTERVIEWS

Questionnaires or research interviews?

Different sources can be used to gather primary, qualitative and quantitative data from experts or practitioners: Questionnaires for example are one popular method, but they have limitations in terms of getting an insight into attitudes and opinions. For instance, the questioner has no opportunity to follow up certain issues which could be relevant. Furthermore, open-ended questions can be difficult to answer and are time consuming for respondents to complete. Also, depending on the respondents' background, the questions may be difficult to understand and with a mailed questionnaire the researcher has no possibility to explain or rephrase them. In addition to that, judging from previous experience of other researchers, there is always the danger of getting a very low response rate. For the sort of questions that were asked for the purpose of this thesis, questionnaires consequently seemed not to be appropriate.

An alternative method is interviews. Interview schedules can be structured, semi structured or focused and decisions have to be made concerning closed and/or open ended questions. Interviews can also take the form of telephone interviews or face-to-face interviews. The telephone interview, in comparison with the questionnaire, has the advantage that the researcher gets the opportunity to take into account problems of understanding by the interviewee. Explanations, as well as additional questions which seem of interest, can be added spontaneously. The disadvantage is that the researcher is not able to observe the behaviour of the person on the line. Body language for instance can be an important way of communicating, especially in the case of this research. As the researcher's mother tongue is not English, it would have been more difficult to explain and understand things without facing the other person and this may have led to misunderstandings. In addition to that, it is not always easy to get people to agree to answer on the phone, as it is easier for them to just hang up the receiver. Furthermore, telephone interviews are very expensive. On the other hand, face-to-face interviews are more time consuming than telephone interviews, but the interviewer gets the chance to gather information

not only from answers, but also from the behaviour and the gestures of the interviewees, which can be an important indicator of validity and reliability.

After taking various ways of gathering information and opinions into consideration and especially as this was intended to be an exploraty study, qualitative face-to-face interviews were chosen. All the interviews were focused (semi structured), in order to be able to compare the core questions, but also to follow up unanticipated issues. Open-ended factual and opinion questions predominated. This relatively flexible framework helped to gather a lot of information and to facilitate the recognition of opinions and points of view.

IPM and DGfP

A preliminary analysis of the associations' brochures provided a general picture of their services but there was also a need for specific supplementary data, as well as opinions and attitudes towards the official information presented in the brochures. Therefore, the researcher, together with her supervisor sought interviews with officers at each of the two associations.

The interview schedule covered the following areas (Appendix 2):
- organisational features
- policies and strategies
- membership
- services
- merger of IPM and ITD (in the IPM interview only)
- SWOT-analysis of the association (opinions on the strengths, weaknesses, opportunities and threats facing the associations)

According to the differences between the associations, the questions varied slightly within this framework (Mokrzycki, 1982).

Also, it was possible to visit the library of both the IPM and the DGfP. Questions arising during the guided tour were answered by the library specialists, which provided further insights into the services offered by the associations.

Members

Apart from looking at the differences between the two associations, a further dimension to the study was to begin to explore their influence on their membership. Therefore in depth interviews were undertaken by the researcher with members of the two associations. In Britain, interviewees were members of the IPM Birmingham branch. This was due to existing contacts on the one hand and to geographical distance on the other hand. Nevertheless, it was aimed at getting as much diversity in the backgrounds of the group of interviewees as possible. They had different membership grades, different jobs and job titles and as far as the practitioners are concerned, they worked in different industries. This variety seemed helpful, as it gave a broad overview of the attitude of different individuals. In the German case, interviewees were drawn from the membership register. Most of them were located near Duesseldorf. Again this was a question of existing contacts, time and costs. German interviewees too had different backgrounds in terms of their membership status, their jobs and job titles, as well as the size and industry of the company they worked for.

The interview schedule for members comprised the following areas (Appendix 3):

- personal background (education, career, job)
- attitudes towards membership
- perception of services
- perception of policies and strategies
- perception of the merger (only IPM members)
- SWOT-analysis of the association

According to the personal background of the members, the questions varied slightly within this framework.

In addition to these face-to-face interviews, three more informal conversations were carried out in Germany with a former personnel consultant, a personnel manager and a personnel officer. These were the result of spontaneous meetings and phone calls and they did not strictly follow the interview schedules, but still provided fruitful contributions to the issue of this thesis.

Journals

In order to get some more background information on *Personnel Management* and *Personalfuehrung*, additional face-to-face interviews at the IPM and the DGfP e.V. with the experts on the journals were arranged.

The questions here referred to the following areas (Appendix 4):

- general information about the journal
- editing/publishing
- links between the association and the editor
- selection of articles and contributors
- setting up of the index

Overview

All together, three officers of the IPM and three officers of the DGfP were interviewed. Furthermore seven members of the IPM and nine members of the DGfP (excluding the three informal conversations) agreed to be interviewed. As the whole study had to be completed within one year and the interviews were only one aspect of the investigation, the researcher felt that the possibilities with regard to time and cost restrictions were exhausted with this number of interviews. The sample of members does not claim to be representative for the whole of the membership, but it does give some insight into attitudes and opinions.

Recording

The recording of each interview was through the use of a tape recorder and additional notes. Only one of the German interviewees refused to be recorded and here more extensive notes were taken. The tapes were subsequently transcribed by the researcher. In the case of the informal conversations with personnel people in Germany and with one of the librarians of the IPM, notes were taken.

In order to maintain the anonymity of the interviewees, it was decided not to include the transcripts of the interviews in the Appendix of this thesis. Appendix 5 shows a list of the interviewees and their background. The members are numbered and

letters are given to officers in order to distinguish but not identify them. Throughout the thesis the interviewees will be addressed as "interviewee no., IPM/DGfP"

Some Remarks

Easterby-Smith et al., quoting Burgess state that "conducting qualitative interviews is to understand ... how individuals construct the meaning and significance of their situations ... from ... the complex personal framework of beliefs and values ..." (Easterby-Smith et al., 1991, p.73). This was exactly the case. It should be mentioned that each interview represented a challenge for the researcher. Taking into account that the language in which about half of the interviews were carried out is not the researcher's mother tongue and that the ways of conducting interviews differ between the two countries, all of the interviews were extremely helpful in terms of the study and a very interesting experience for the researcher personally.

3.3   METHODS OF ANALYSIS

Brochures and other Documents

The indicative data drawn from the brochures and other documents are used in order to analyze the IPM and the DGfP in terms of their

- organisational structure
- membership structure and policies
- strategies
- services

In terms of services and activities, the brochures were very useful and the other documents supplemented this information with, for instance, statistics on membership.

Journals

The analysis of the index subject classification of the two journals was divided into two major parts. First, the consistency of coverage of the topics throughout the

period of 1986-1993 was examined. It distinguished between three categories of coverage:

- Consistent
- Temporary
- New

"Consistent" are topics, which appear with the identical or similar wording throughout the whole period. "Temporary" are topics which appear and disappear over the whole period. Topics which appeared only from 1989 to 1993 are categorised as "new".

The categories of coverage were compared between the German and the British journal, topic by topic. This comparison resulted in another division that shows the topics which have been covered:

- consistently in both journals,
- consistently in *Personnel Management*, but not in *Personalfuehrung*,
- consistently in *Personalfuehrung* but not in *Personnel Management*,
- consistently in neither *Personnel Management* nor *Personalfuehrung*.

Secondly the number of articles listed under each topic were analyzed. The number of articles in each year were added and a ranking of topics in each journal was based on the sum of the number of articles for 1986-1993. Furthermore, the development of the number of articles throughout the period was examined and striking features were compared.

At this point it should be brought to the reader's attention, that for the purpose of simplification and comparability, some topics were grouped together. In the case of *Personnel Management*, the number of articles on the topics relating to human resource development ("education, training & management development", "career development", "studying to be a personnel manager" in 1986, "training & development", "training & technology", "education & industry links" in 1988, and "management training & development" in 1989) were added and summarised as "education, training & development". Also, international and European topics

("international" and "Europe" in 1991-1993) were added and summarised under "international issues". In 1986, "jobs-creation & closure" were added to "flexibility, hours & work patterns".

In the case of *Personalfuehrung* the topic "national insurance law" (1986-1993) and "social & labour legislation" (1986-1993) were summarised as "employment legislation". Moreover in 1993 the topics "Total Quality Management, quality circles" and "lean management, lean production & teamwork" were grouped together under "quality management".

Some topics were categorised under more general headings. In the case of *Personnel Management* the topics "labour market" (1989/1990), "recession" (1991/1992) and "redundancy & unemployment" (1993) and "restructuring" (1993) were summarised under "economic & company policies". Topics which refer to columns of the journal like "profile" (1986-1993), "light & bitter" (1987/1988) and "factsheets" (1988-1990) were captured within "miscellaneous". Similar to this, in the case of *Personalfuehrung*, "editorials" (1986-1993), "DGfP-news" (1992/1993), "dialogue" (1992/1993), and "forum" (1992) were summarised as "miscellaneous".

Also topics with slightly varying wordings, were categorised under a more general heading, which enabled the researcher to compare the topics in the two journals. Nevertheless, in terms of the analysis of changes in focus throughout the period, the original data was taken into account.

Interviews

The information gathered from the interviews with the officers of the two associations was divided into the same categories as the brochures, as the information from the two data sources have to be seen as complementary:

- organisational structure
- membership structure and policy
- strategies
- services

Then a comparative view was taken, in order to be able to grasp and formulate the similarities and the differences between the approaches of the two associations.

In order to get a feel for the attitudes of the members towards the IPM or the DGfP, their answers were categorised as follows:

- personal background
- involvement with the association
- competition for the association

These were then integrated into the categorisation, chosen for the analysis of the brochures and the interviews with IPM and DGfP officers:

- personal background - membership policies
- involvement with the association - strategies / services
- competition for the association - services

This approach enables the reader to oppose the official ideas of each association, to the experiences and attitudes of their membership.

The interviews with the magazine managers were seen as additional information to the analysis of the index subject classification. These involved more factual information than opinions and attitudes. These were summarised and contrasted in order to be able to place the analysis of the journals in the right context.

Presentation of Results

In the case of both, the secondary sources and the interviews, the results were compared, contrasted and presented in a matrix. Chapter four deals with the structure and the strategies of the two associations. It refers mainly to the interviews conducted with officers and the information gathered from the brochures and other documents, but also comments from interviewees who are member of the associations are taken into account. Chapter five analyzes the services of the IPM/IPD and the DGfP. Again data is drawn from both the interviews with officers and members and the secondary sources. Chapter six then summarises the

information about *Personalfuehrung* and *Personnel Management*, which was collected in the interviews with the magazine managers and shows the findings from the analysis of the indexes of the two journals.

V   **STRUCTURE & STRATEGIES OF THE IPM/IPD AND**
         THE DGFP

4.1   INTRODUCTION

This chapter summarizes the information about the Institute of Personnel Management (IPM), which is now the Institute of Personnel and Development (IPD) and the *Deutsche Gesellschaft fuer Personalfuehrung* (DGfP), gathered from the analysis of the brochures and the interviews with officers of the two associations, as well as the comments made in the interviews with members.

Although, as outlined earlier, the origins and the history of the two associations differ, today, their aims are very similar, in that both attempt to support personnel management. The main brochure of the IPM defines the association's aim as to "educate and inform all those involved in personnel management and support its role in the world's boardrooms." (IPM, "IPM", p.1). According to its constitution the main mission of the DGfP is "the promotion of the personnel function in practice, research and teaching" (DGfP, "Satzung", p.2).

In this chapter the approaches of the IPM/IPD and the DGFP towards achieving their goals are analyzed. Attention in this context is drawn to their organisational structure, their memberships and their strategies.

4.2   ORGANISATIONAL STRUCTURE

The organisational structure of the two associations is quite different from each other. The headquarters of the IPM is situated in Wimbledon, with a staff of about one-hundred-twenty. Taking the merger with the ITD in 1994 into account, another sixteen people will join the staff. It is interesting though to note that this is only about 50% of the former ITD staff whose office was situated in Marlow. Nevertheless, compared to other European associations and to the American

59

association with whom the IPM/IPD has links, the merger will make them the largest personnel association. In total the DGfP had only about forty employees in 1993 (including ten trainees). Yet, this meant an increase in staff of about ten since 1989. The difference in the number of staff already shows that the IPM/IPD is a much stronger resourced association than its German counterpart.

The headquarters of the DGfP is located in Duesseldorf, but as mentioned earlier during the past five years the DGfP decentralised as a response to the decentralisation tendencies of German organisations. The regional offices in Munich and Frankfurt make activities, especially their training services, more accessible to the membership. Also, following the re-unification of Germany in 1990, to start to exert an influence in the former East Germany, the subsidiary was established in Leipzig in 1991. The IPM structure is different in that it does not have regional offices but the country is divided into forty-five branches, with each having a branch committee which represents the IPM on a local or regional level. The formal link between the headquarters and the branch is then mainly through a branch representative on the IPM Council.

The IPM/IPD as well as the DGfP are non-profit making associations. But both have become more commercially orientated with the setting up of separate profit making companies, which extend the range of services provided for the membership. IPM Personnel Management Services Ltd. (PMS Ltd) and the DGfP mbH offer similar services such as conferences and exhibitions, consultancy services or advertising in the journals. But there are also differences, in that the commercial arm of the IPM/IPD is responsible for the whole range of training services, whereas in the German case, the training services are offered by the non-profit making section and only in-company training is covered by the profit making arm. Also, the DGfP mbH carries out surveys and the PMS Ltd is in charge of the IPM/IPD publishing. However, the commercial viability of these activities in both countries indicates the increasing readiness of companies to invest in aspects of human resourcing.

The difference in structure of the association is mainly due to different services. The structure of the IPM is divided into seven sections (Appendix 6)

- professional policy (research, library, information),
- membership and education (professional standards),
- commercial arm (PMS Ltd),
- communications (marketing, internal and external),
- accounting (annual budgets and financial plans)
- personnel and training,
- administration.

The DGfP on the other hand consists of four sections (Appendix 7):

- membership, journal, information, documentation
- experience exchange circles, international affairs
- academy (training arm)
- administration, personnel, finance

The DGfP mbH is not integrated into this structure, as it is a separate company.

In both associations these departments report to the Director General. In the case of the DGfP the three regional branches are also subordinated to the Director General, but they work independently in terms of budgets.

4.3 MEMBERSHIP STRUCTURE AND POLICY

4.3.1 INDIVIDUAL VS. COMPANY MEMBERSHIP

IPM

An important difference between the IPM/IPD and the DGFP is their membership structure. IPM/IPD membership is essentially individual, with a hierarchy based upon qualifications and experience. It distinguishes between student, graduate, corporate, fellow and companion membership. However, not anybody can just join the association. Candidates have to go either through the education route and qualify

through IPM/IPD examinations or IPM/IPD approved courses (IPM, "Study Routes") or through the competence route, implying the accreditation of National Vocational Qualifications (NVQs) or alternative academic qualification to gain graduate status (IPM, "Membership Information").

Once graduate status is reached, progression to full corporate membership and further to fellowship is open to those who have gained three and then another ten years' of personnel management experience and appropriate records of continuing professional development. Members who have made outstanding contributions to the personnel field may be honoured by the Institute and can call themselves companion (CIPM). But only less than one percent of the membership receives this honour. The policy behind a system of graded membership distinction is to motivate members to actively keep up-to-date with standards and to maintain a close relationship with the Institute.

The motives for members to join the IPM differ but as the interviews indicated it is the decision of the individual practitioner, rather than the employers' suggestion to join. However, most of the employers paid the course fee and in this way supported their people in going for further training. Most of the interviewees felt that they needed the qualification in case they wanted to work anywhere else. "... it was really to complete my CV and to make myself more marketable" (interviewee 4, IPM), "It was a natural step ... membership of the IPM is not recognised for any more pay, it is just something that goes on your CV and could help you to get another job." (interviewee 3, IPM). The latter interviewee also mentioned that the more qualifications she has got, the more attractive it is for her organisation to keep her in-house. Only two interviewees admitted that they needed an improvement in knowledge and skills: "There were issues I was hearing about, which I did not know an awful lot about. I saw the IPM Education Scheme as a way of finding out, of networking and of becoming more involved. It was a personal reason to feel confident about the issues that personnel practitioners were dealing with." (interviewee 2, IPM), "In the 1970s it was not essential to be a member of the IPM. It was much smaller at that time and had less influence. My motives were being

62

interested in study and the theoretical background to what I was doing." (interviewee 5, IPM). Others interviewees put the emphasis on linkages with other personnel people. "Especially because I was the only personnel person in the company, I thought that joining the IPM was a way to form a network. I did no longer want to work in isolation" (interviewee 1, IPM). For the two academics on the other hand, membership was "very instrumental" (interviewee 6 & 7, IPM), as their university felt that the person who was in charge of a human resource related course should join the Institute.

Amongst those interviewed, only two upgraded their membership to fellowship. For one of them it seemed a "natural" step, as fellowship would give him greater status and a better opportunity to do more in the Institute. Especially for his work as a consultant, the letters after his name (FIPM) are very useful, as they indicate that he kept up-to-date and remained interested in practising and understanding the background to personnel practice.

The only possibility for companies (and also individuals) to join the IPM without having to face any entry hurdles is affiliateship. These members benefit from the Institute's services, but do not carry entitlement to make policy within the IPM (IPM, "Affiliateship").

DGfP

In contrast to the mainly individual based IPM/IPD membership, the main source of membership for the DGfP is companies, which are represented by top personnel executives. This feature is historically bound, as originally the target group of the association was influential employers rather than personnel experts. When the organisation was renamed in 1968, company membership was kept, in order to maintain and enhance networking at a high level of management.

Because of the company membership, only one out of six personnel practitioners interviewed could specify the year in which the company became a member of the DGfP and this was due to personal contacts between the board of the DGfP and the

63

executive management of the company (interviewee 5, DGfP). Most of the interviewees answered similarly, e.g. "... we have been member of the DGfP since I joined the company" (interviewee 4, DGfP). They all indicated that they appreciate the range of practice oriented services that the DGfP offers for the personnel field, which is probably the reason why their companies stay members.

It was not until 1989 that the association decided that individuals (e.g. consultants, professors, researchers) were allowed into the DGfP as affiliate members. They are not entitled to vote at the general meetings though or take part in all of the DGfP's experience exchange groups. This shows that the DGfP carefully watches its membership structure and that it is not open to just anybody. One of the academics in the sample of interviewees pointed out that at the point in time when he joined the DGfP, the DGfP was taking an initiative to attract academics and that he joined in order to build up a network of contact with practitioners, not only for his own sake but also for his students (interviewee 2, DGfP). Consultants too, seem to be mainly interested in the contacts as indicated in a conversation with a former personnel consultant. They see the DGfP as a good opportunity to market themselves to practitioners.

4.3.2 "EVERYBODY" VS. INFLUENTIAL MEMBERS

Level of Organisational Hierarchy

A comparison of levels within organisational hierarchies between the two memberships could be based on the IPM individual members and the representatives of the DGfP member companies. However, in the German case, statistics concerning the job titles of individuals involved in DGfP activities were not available but a comment in an interview gives a hint: "... only members from a certain organisational hierarchy level are entitled to participate in the experience exchange groups. It depends on the climate in the company whether they would encourage the involvement of personnel specialists within the DGfP ... the lower level of personnel specialists can participate in the activities offered by the academy (DGfP seminars)"

(interviewee A, DGfP). This implies first that the links between the DGfP and their members is with senior personnel people and that second, some services are exclusive to these people.

Due to individual membership, IPM membership is quite scattered in terms of job titles as shown in Appendix 8. Around 28.5% of the membership are in personnel management positions and adding to this those who are in general management positions, around 42.31% are in management positions in general. The rest of the membership are personnel specialists in lower level posts. This has to be seen in relation to the high proportion of student member, as IPM students are more likely to be "novices" in the personnel field, rather than experienced managers (Appendix 9). Because of the requirements for IPM qualifications (study route), National Vocational Qualifications (NVQs) or alternative academic qualifications, the IPM does not appear to have as clear a strategy for attracting senior managers into the association as it had in the past, when personnel people were able to join through the "management route" which just required several years of personnel experience.

These findings indicate that apart from the obvious dissimilarity - individual/company based membership - there is another dimension to membership, where the IPM/IPD and the DGfP go different ways. Generally speaking, the DGfP attempts to network with influential people from high levels within company hierarchies, being aware of the fact that the number of potential company members is limited and a penetration of the market in terms of companies is probably nearly achieved, at least in the former West Germany. Members seem to appreciate this: "I join a group which is made up by personnel managers on the highest level in large German companies. ... for me it is very important to talk to other personnel managers on the same hierarchical level, who have got similar problems." (interviewee 5, DGfP). On the other hand it was also mentioned: "I think they are not open enough.... For me they have got an arrogant image just as German companies have." (interviewee 2, DGfP). The IPM on the other hand is very much an association for "everybody" who goes through one of the entry routes, no matter what their level in their organisation. Nevertheless, one interviewee pointed out: "...

65

a weakness of the IPM, as with a lot of these committees and institutions is that they are very cliquey and elitist at the management level. They do not control entry to the membership but to the officials of the society very carefully." (interviewee 6, IPM).

Company Size

An analysis of the companies that individual IPM members work for and of DGfP member companies gives an indication of the sort of people who are involved in each association and their work environment. A comparison of the memberships in terms of company size is provided in Appendix 10. It should be mentioned that DGfP affiliate members are not taken into account in their statistics, but in interview it was mentioned that around 10% of the affiliates are consultants and could be categorised as "companies with less than 500 employees". IPM affiliate members on the other hand, are mainly "small businesses without a personnel department that need the information on personnel issues" (interviewee A, IPM), but they are included in the data. Although in both associations small companies (up to 500 employees) make up the largest category of membership, in Germany, during an interview it was mentioned that it is assumed that small companies rarely have a personnel department and therefore the DGfP has not made any special effort to approach these businesses. The explanation was that "... small companies are not really potential members for the DGfP. If you invite the personnel manager of a small company with 100 or 150 employees to the experience exchange groups, together with personnel managers who are responsible for 110,000 people all over the world, they hardly find a basis for communication" (interviewee 1, DGfP).

The companies that the DGfP target are large companies, probably because the general attitude is that "personnel management in Germany is strongly influenced by some large companies" (interviewee 2, DGfP). For this group, the DGfP has nearly reached total penetration of the market. As pointed out in interview, new members are either large companies, emerging from privatisation of the public sector (e.g. Deutsche Bahn, Telecom) or medium sized companies. This penetration of the market in terms of large companies could be the reason for the DGfP now feeling

a strong need "... for the support of personnel management in medium sized companies. We argue that the *Mittelstand* (medium sized companies) is the future structure of the national economy and it is the strongest economic factor in this country...." (interviewee A, DGfP). In the interview it was also said that it is difficult to agree on a definition of what the *Mittelstand* actually is. It was indicated that it is not just a question of company size or turnover but also of the ownership and the history of a company: "I worked with a family owned company that defined itself as a *Mittelstandsunternehmen*, but it had 4,500 people in Germany, 40 subsidiaries abroad and a turnover of DM 1,250,000,000. Now, is this a *Mittelstandsunternehmen*?" (interviewee A, DGfP).

In comparison with the IPM, medium sized companies (*Mittelstand*) are more strongly represented in the DGfP than in the IPM, which could indicate that personnel management has a stronger position in German medium sized companies than in similar sized British companies but this may arise because there are fewer medium sized companies in the British economy. As the *Mittelstand* is a German concept, the conclusion should rather be that the size of companies reflects the situation in the two countries. In Britain a higher proportion of the IPM membership is employed by large companies. This result may be because the larger the company, the larger the personnel department and hence the probability that more than one personnel practitioner will join the IPM from that organisations.

On the whole the comments above show again that the membership policy of the two association differ from each other, as the DGfP focuses on networking with influential, large and medium sized companies rather than small businesses and the IPM addresses "everybody", regardless of their work environment.

Industries

Also, it is interesting to look at the industries that the memberships of the two associations cover. Again comparison is difficult as the data is not based on the same categories (Appendix 11), but still, some general statements can be made.

67

A breakdown by industrial sector indicates that members in both associations come from a wide range of industries. Nevertheless, whereas around 20% of British members come from the manufacturing industries, in Germany it is around 54%. This might be due to historical reasons. In Germany, the manufacturing industries have been the strength of the economy and the DGfP originally focused on these industries. Nevertheless, with trade and services becoming more important in Germany throughout the years, the DGfP company membership has diversified. In interview it was added "... before 1989 it was not conceivable at all that consultants, who do nothing else but offering a service, join the DGfP as affiliate members." (interviewee 1, DGfP). Even so, the service sector is more strongly represented in the IPM than in the DGfP membership.

Also, it is striking that around 34% of the IPM members are employed in the public sector, whereas the DGfP concentrates entirely on the private sector. This may indicate that the public sector in Britain attaches more importance to personnel management than in Germany. An IPM member working in the public sector, pointed out in interview that personnel people in the civil service need education and training to meet the demands of change in the civil service. In this context she referred to the public sector's new approach to promotion involving benchmarking its people against the private sector as opposed to the old system of "automatic promotion". This probably shows that the public sector in Britain is further down the road of becoming market oriented than in Germany.

On the whole, the breakdown of the membership with regard to industry reflects the economic structure in both countries, with the emphasis on the stronger manufacturing sector in Germany and on the service sector in Britain.

Membership growth

Both, the IPM and the DGfP try to increase their membership, but take different approaches. The IPM tries to attract a variety of different potential groups because the more members they can claim to represent, the more potential influence they have. As a respondent commented on membership growth, this has "certainly been

an issue in student membership, as a lot of investment has been put into the flexible learning package" (interviewee A, IPM). Also the introduction of alternative entry paths to the study route represent another potential attraction. Furthermore, membership growth was certainly one of the key arguments for the merger with the ITD which has particular strategic significance in that as a result, the membership has risen to about 70,000 members.

In Germany, the setting up of regional offices may be seen as one step towards increasing membership, especially the office in the former East Germany where there are considerable opportunities for membership growth. In interview it was pointed out that "There are not too many Eastern Germany companies which joined the DGfP. But one has to take into account that the industrial structure over there is different from the one in the western part of Germany. The large socialist combines disappeared and the remaining organisations are small businesses which struggle for survival. ... In these (small) companies personnel management has no high priority. We have got around fifty company members in the new *Laender* now, all the large companies are members and I am very optimistic concerning the development of the DGfP over there." (interviewee A, DGfP).

Moreover, in interview it was pointed out that "the tendency towards devolution of personnel management is a good chance for the DGfP. Line managers need personnel qualifications as well" (interviewee A, DGfP). Currently line managers can take part in training services but they are not supposed to participate in experience exchange groups. But the interviewee mentioned that he could envisage that line managers also see the need for communication amongst each other and the DGfP would certainly support them.

IPM membership was standing at around 54,530 members (May 1994), with students being the largest membership group (around 31%), followed by the group of graduates (around 27%), the group of corporate members (around 25%), fellows and affiliates (each around 8%) and the companions (around 1%). The DGfP

currently has about 1,221 company members (1994) and about 250 affiliate members, of which about 10% are company members (Appendix 12).

4.4   STRATEGIES

The differences between the IPM and the DGfP are not only mirrored in the organisational structure and their membership, but also in the policy making process and the strategies that the two associations adopt to fulfil their missions.

4.4.1   STRATEGIC DECISION MAKING

The IPM is governed by the Council, which meets twice a year and consists of seven Vice Presidents and forty-five branch representatives appointed by the branches. Vice Presidents are usually personnel directors, who are members of the IPM. Each of the seven Vice Presidents is in charge of one of the seven Personnel Management Policy Committee (PMPC), which meet once a month, dealing with management and education, employment relations, international affairs, organisation and human resource planning, pay and employment conditions, training and development or equal opportunities. Issues concerning the IPM would be discussed in the PMPC, whose participants are also nominated by the branches. Input would come from various committees and recommendations would then be put forward by the PMPC to the Council, where final decisions are made. These are implemented by the Director General and his team in Wimbledon.

The governing body of the DGfP e.V. is a board of fifteen directors, which is made up of fourteen senior personnel executives and a well known professor at a German university. These people are invited to be on the board, they are nominated and then formally voted in for a four years' period at the general meeting, this takes place every two years. In this context it is interesting to note that the number of votes a company has at the general meeting is based on the size of the company's payroll.

70

Thus, large companies, even if they were not actively involved with the DGfP, have more voting rights than smaller companies. This is also mirrored in the composition of board seats, in that fourteen out of the fifteen members are drawn from large German companies. They meet twice a year, with one meeting covering strategic issues concerning the DGfP. The board is seen as the "engine" of the association (interviewee 1, DGfP). At the meeting, the Director General reports to the board about the situation of the association and board members discuss the future direction of the DGfP. The board then sets new targets for the management of the DGfP in the coming year.

A problem with the composition of the board level positions is that it does not mirror the DGfP's membership structure and hence cannot claim to represent the membership as a whole and it seems as if the DGfP has recognised this unbalanced relation and is calling for action. They are considering at the moment nominating a representative from a medium sized company for a board position, as in recent years the number of medium sized company members has increased. This would ensure that the interests and needs of this type of organisation can be taken into account at a strategic level. Also, with the reunification of Germany in 1990, and the starting up of activities in the new Laender, they are now looking for a suitable person who could represent the interests of East German personnel managers on the board. These changes could represent an improvement in as much as they would better reflect the range of membership in terms of company size. Also, it would support personnel management in companies or regions, where personnel management has not yet entirely established itself and is still struggling for recognition.

On the whole, one could summarise the decision making situation in the two associations as more democratic at the IPM than at the DGfP. IPM members are potentially more directly involved in the policy making of the Institute and power lies technically with the branches or the branch representatives, as they have to agree on issues concerning the current and future activities of the IPM. Thus it is designed as a bottom-up decision making process, although in practice only a minority of

71

members are active in their branches. The DGfP, on the other hand, is governed by a small number of people. Input into decisions comes partly from the Director General but is mainly drawn from the experiences of the board members themselves. In contrast to the IPM this indicates a top-down decision making process.

It is worth noting that in the view of the members interviewed, that those in Germany were not satisfied with the information they got from their association, whereas IPM members felt that they were kept up to date with the things that were going on in the Institute. This may reflect the different approach to decision making in the two associations.

4.4.2   STANDARD SETTING

Professional Education Scheme

The IPM tries to raise the profile of the profession through the setting of high professional standards. In strategic terms the professional education scheme is the most important service, having been continuously updated and modernised throughout the history of the IPM, not only in terms of content, but also in terms of structure and methods of assessment. The programme is carried out in co-operation with colleges and universities throughout the country. Also, in some cases, university degrees are accredited by the IPM, after having gone through a quite stringent process of recognition. An increasing number of educational bodies are interested in the IPM's recognition, even if they have to compromise on their course objectives and adapt the structure and contents of their courses to IPM requirements: "From the university's point of view where we have a course which gives exemption from the examinations, I feel that the Institute is rather prescriptive and closed in terms of both content and the time that you spend on both certain issues and by the method they are going to be assessed" (interviewee 7, IPM). This indicates that the IPM is attempting to influence the basic competence of personnel

people in the country, not only through their own education scheme and examinations but also through their recognition of university and college courses.

Continuing Professional Development

Furthermore, in 1992 the IPM introduced a policy on Continuing Professional Development (CPD). Now, for instance, members have to record a minimum of thirty hours of study per annum if they wish to upgrade to corporate or to fellow membership. The argument is that learning is an ongoing process and that the IPM has to make sure that members remain up-to-date in a changing world. The IPM states that maintaining their standards is important in order to "ensure that the reputation of the profession as a whole is enhanced and remains high" (IPM, "The IPM Policy on CPD", p. 2). However, a decision like that could also represent a threat for the IPM, if members were to decide that recording their learning experiences was too much trouble. If they became disaffected, the Institute might run the risk of loosing members. At this point in time, the partly contradictory aims of standard setting on the one hand and membership growth on the other hand become clear. Nevertheless, presumably the IPM would not have introduced CPD if they could not have relied upon their authority to implement such a requirement.

Code of Conduct

Ethical standards are also set through the IPM's Code of Professional Conduct. In carrying out their responsibilities, members are expected to adhere to certain principles of behaviour concerning confidentiality, equal opportunities, fair dealing, self-development, development of others, accuracy of advice and guidance, counselling, integrity, legality and professional conduct (Harris, 1989).

In contrast, the DGfP does not set professional standards in the way for instance that the IPM does, because in various respects this role is irrelevant for the DGfP. As membership is company based, rather than individual, the question of educational qualification as a main entry route does not arise. In any case, with the different educational system in Germany, recognition of qualifications by the state provides little opportunity for such a role by other bodies. This is backed up by the remarks

of an interviewee, who pointed out that "there is no point in copying the professional education scheme of the IPM, as the educational systems between the two countries differ" (interviewee 1, DGfP). Whereas the IPM plays the "necessary role" of providing diploma-level specialist education, by contrast in West Germany, where degrees are not only more common but tend to be in business related subjects as against the predominately arts of humanities degrees of British personnel people, the DGfP is not a provider of educational standards.

Nevertheless, education seems to be becoming a more important issue in the DGfP as the association realises the need for students to have a deep and detailed knowledge of best practice within companies. In the interviews it was indicated that a discussion about co-operation with a university is currently going on, but it was decided not to reveal these plans at this stage. There is a lot of discussion going on about the concept of German university studies in business being rather theoretical. Co-operation between the university and a practitioners association like the DGfP could bring about a movement away from this situation.

The setting of professional standards through a Code of Conduct is also not part of the role of the DGfP. A member of the DGfP pointed out in interview "I think that personnel management has much to do with ethical questions, we have got a certain responsibility towards the employees and society. ... Treat people as you want to be treated. ... Ethics is something you cannot learn. It is a basic attitude. It is an individual thing." (interviewee 5, DGfP). This is confirmed by the DGFP policy: "... the DGfP does not feel able to formulate a code of practice and maybe it is not possible to set professional standards through a code of practice. There is no code of conduct for personnel management apart from the law and the law is quite strict." (interviewee A, DGfP). Indeed, the work of German personnel practitioners is circumscribed by a framework of employment law and regulations which is much more comprehensive than in Britain (Andermann, 1992). In this context one could argue that employers' associations in Germany are to a certain extent standard setting for a certain industry. Certainly this only applies in part, as the employers' association do not primarily consider the work of their personnel managers, but

rather the wages they have to pay and the working conditions they have to offer. However, personnel managers are confronted with collective wage agreements and hence there is probably an indirect standard setting through employers' associations. The same could be argued for negotiations between the Works Councils and the company and the written contracts which determine the personnel managers work as well.

However, the DGfP does not consider it appropriate to dictate to its members how they should behave. In that the DGfP takes into account that personnel management differs strongly from one company to another, according to company size, industry and probably region. Members agree on this idea, e.g. "Personnel management in the trade industry is very different from personnel management in the manufacturing sector. In the latter it is more scientific, more strategic, this is due to long production cycles, long term planning there is much easier." (interviewee 5, DGfP). Another interviewee, talking about his career, indicated that although he stayed with one conglomerate, personnel management differed strongly from one section to the other. The personnel management of blue collar workers was very dynamic and very different from the management of white collar workers or managers (interviewee 7, DGfP). Also, "Personnel management in a company is heavily dependent on the personality of the personnel manager and his attempt to influence the company's strategies ... But even our own initiatives would not be enough if there is no demand in the company." (interviewee 8, DGfP). The main activity of the DGfP e.V. is therefore to establish a network between companies and provide an institutionalised system within which their personnel managers communicate. Probably this exchange may contribute to informal standards, as one member indicated that "... there is a lot of adjustment concerning the implementation of new models amongst the companies" (interviewee 6, DGfP).

4.4.3 PRESSURE GROUP

The IPM wants personnel management not only to be accepted and recognised in the organisation but on a wider, national basis. Thus, the IPM strategy in recent years has been to develop a higher public profile and to be recognised as the organisation with the authoritative voice on personnel issues in the country. They try to gain the type of visibility enjoyed by other associations like the Confederation of British Industry or the Institute of Management. In this context the Institute is committed to encouraging expansion. The more professionals the Institute can claim to represent, the greater its authority. However, although the IPM/IPD is increasingly asked by the media, the government or even the European Commission to comment on personnel related issues, still they are not as frequently quoted in the press as other institutions or indeed as often as they would wish to be.

A clear statement was given concerning the role of the DGfP as a political pressure group within the German economy: "It is not our intention to work as a political pressure group." (interviewee 1, DGfP). Again this goes back to the time when the emphasis within the DGfP was on economic issues and initially, some of the board members wanted it to become a political pressure group. However, as membership was company based and the association represented the employers, the employers associations felt there was competition and an early conflict arose. Today, the problem is largely resolved, due to a clear definition of the role of both organisations and a tacit agreement between the two bodies. Officially, the DGfP's interest is a purely professional interest in the problem solving process of personnel managers and as such concentrates on issues which arise within the company. The employers' associations on the other hand operate on an industry wide level and have a recognised voice in public. Hence, the decision by the DGfP not to adopt a lobbying role with government is primarily due to the potential overlap with the employers' associations.

It was mentioned in interview that sometimes overlapping cannot be avoided, but as most companies and their personnel managers are involved in both (the

employers' association and the DGfP) the relation can be characterised by co-operation rather than competition. Against this, the point was also made by one of the interviewees that there have been doubtful decisions by government in the past where the DGfP, with its personnel expertise, could have made a useful input.

In this context, one comment by an interviewee revealed another argument why the DGfP does not aim at promoting personnel management on a political level, which is linked with the absence of an attitude towards professions and their strategies. "A weakness of the DGfP could be that it is not a political body. But this is not really a weakness, because the personnel function has no end in itself, there is no goal for "German personnel management" in general. The DGfP is not a representative of personnel managers. In front of whom should the DGfP represent personnel managers? In front of companies, the society, politicians?" (interviewee 6, DGfP). This comment shows that professionals in Germany do not necessarily feel the need to be represented by an association to gain status for their field. Hence the inclusion of pressure group activities in Britain and their exclusion in Germany could be also partly due to the different concept of professions and their strategies in the two countries.

Merger

In July 1994 the IPM merged with the ITD, the professional body for trainers in Britain. This step had already been discussed several years before, but at that time it was turned down by the membership ballot. This time there was still a lively discussion going on, which was widely reported in *Personnel Management*, giving the contrasting points of view.

Members who are in favour of the merger argue that training and development is likely to be a key aspect in British companies in the 1990s and that it is high time to accept that the job of managing and developing people has to be seen as one profession (Brown, 1993; Pierce, 1994). The existence of two professional bodies for personnel and training and development is also reflected in the structure of British organisations, where a training department often represent an independent

section and is not integrated into personnel. Managers increasingly realise that Britain compares unfavourably with other countries, especially Germany, in terms of the development of their workforce and of management and that changes have to be made in order to be competitive in the long run (Sheldon, 1993). Apart from this argument, the economies of scale are highlighted as another important advantage of the merger. Membership services can be enhanced and improved and the two Institutes can learn from each other (Carson, 1993). Moreover, it is expected that the coming together of the two associations will raise the IPM's voice in public concerning political, social and corporate issues, as the IPD will represent 70,000 professionals. "A single institute will enable us to present a coherent voice to outside agencies, including government and the European Community, it will put us in a better position to nominate members to external bodies and strengthen our chances of gaining a Royal Charter." (Armstrong, 1993, p.22). The merger was therefore a decision which was also strongly led by the strategies of the IPM to be a political pressure group in Britain.

Critics of the merger are concerned about the dilution of professional standards. This is due to the transfer of ITD members on a like-for-like basis. It is argued that ITD members have not gone through a stringent entry route and that the merger offers entry by "back-door" methods. "I wonder how many IPM members would wish to belong to an organisation where everyone can join" was a comment which mirrors the fears of part of the membership (Butterfield, 1993, p.22). This, it is argued, will contribute to a decrease in status and to the disregarding of the Institute's voice in public. Others on the other hand argue that the new Institute aims at setting even higher standards than before and that the policy on continuing professional development will help to adjust the competencies of the ITD members. Furthermore the worry about non-training issues being swamped by the new focus on training has also been articulated (Pickard, 1993). As training and development had already become an increasingly important issue in the IPM before the merger (see analysis of the journals), this concern could be justified. Another contributor to the debate criticised the situation whereby student and graduate members of the IPM, who make up around 58% of the IPM, were not entitled to vote on this crucial issue

(Butterfield, 1993). Although the exclusion of non-full members is in accordance with the constitution, in the light of their high proportion within the membership, this regulation seems rather inappropriate. On the other hand, the Birmingham branch had a rather frustrating experience concerning the involvement of members in the issue in general: "... even when we have invited members through the newsletter to comment on the issue because it was going to affect them, nobody was bothered to reply, it seems amazing how little interest there seems to have been amongst the non-active members, the feed back was just two letters out of 14,000." (interviewee 1, IPM).

From the seven members who were interviewed in June 1994, five were in favour of the merger and two did not consider it to be a good idea. The arguments were similar to those mentioned above. However, the members who are actively involved in branch activities and who had at that point in time had their first joint branch meetings with the ITD members, mentioned that ITD members have difficulties in accepting that they now belong to a more diverse membership and that training is only one issue in a wide human resource field. Although they agree in principle, compromises will have to be made on both sides. One of the student members, although against the merger saw it as positive in that the qualification for the new Institute officially covers what is now two professions, training and personnel (interviewee 4, IPM).

However, in the end the merger was accepted by ballot, but as one of the interviewees put it "... basically it remains the IPM, but with a stronger training front." (interviewee A, IPM). Nevertheless, the merger will bring a lot of changes for the Council and the Director General and his team in terms of the integration of the organisational structures, memberships, strategies and services. During the interview in June it became obvious that "a lot of questions have not been answered yet" and that "the deadline is incredibly tight" (interviewee A, IPM). A two year transition phase is planned to get things settled.

V   SERVICES OF THE IPM/IPD AND THE DGFP

5.1   INTRODUCTION

The two associations offer a variety of services in order to achieve their goal of supporting personnel managers. When asked during the interview, an IPM officer ranked the services as to their perceived importance as follows (1= most important, 10= least important):

1 = library and information database

2 = professional education scheme

3 = journals

4 = local branch network

5 = books, publications, videos

6 = training programme

7 = conferences

8 = legal advice service

9 = consultancy service

10 = interest groups

The interviewee added that research projects are another important area for the IPM. To avoid misunderstandings, it should be emphasised that the services listed here are IPM services as opposed to IPD services. The interviews with IPM officers were carried out in June 1994 and although possible changes coming up with the merger were broached, there were still a lot of open questions. Subsequent contact with the IPD suggests that there are no major changes in focus at present (September 1994).

The interviewees at the DGfP e.V. agreed on the following ranking of their services with regard to their importance for their membership:

1 = experience exchange groups

2 = seminars

3 = conferences, exhibition

4 = journal

5 = library, information database

6 = books, publications

Consultancy was not ranked here because it is a purely profit-making activity. One interviewee remarked that the links between the services are not obvious from a ranking like that, as the conference, for example, could be seen as a seminar as well as acting as a huge experience exchange circle. This should be born in mind.

Generally speaking, the activities cover information, networking, education and advice. Although most of the services have more than one function, this categorisation provides a useful way of approaching the services of the two associations. The data is drawn from the literature produced by the associations and the interviews with officers and members of the two associations.

5.2   INFORMATION

5.2.1   JOURNAL

Both the IPM and the DGfP publish journals to ensure that their members are kept up-to-date with the latest news and developments in the field of personnel management. On the whole the IPM journals are more professionally managed in that they are contracted out to professional journalists, as opposed to in-house editing at the DGfP. The IPM magazines, *Personnel Management* and the supplementary issue *Personnel Management Plus*, come out at different times of the month. Thus as a source of information, the service is more frequent (fortnightly) than in the case of the monthly DGfP journal *Personalfuehrung*. The IPM journals each have a circulation of around 58,000, which cover 52,000 members and another 6,000 subscribers in Britain and Europe. *Personalfuehrung* goes out to around 6,000 readers, serving 4,800 members and 1,200 subscribers.

The IPM takes a more commercial approach to the production of its journals than the DGfP, in that they represent a major source of income for the association. This

is mirrored by the extent to which the journals carry job advertisements, which make up nearly a quarter of each *Personnel Management* and *Personnel Management Plus* issue and which are limited to only two to six pages out of around ninety pages in *Personalfuehrung*. The IPM magazine manager pointed out that as they found from readership surveys, the job side is valued by the membership, who "... first look at the back of the journal, look at the jobs ... it gives them a feel for the market" (interviewee B, IPM). Apart from the revenue consideration, the difference in the importance of job advertisements in the journals may also be either a consequence of the wider use of internal promotion within German companies or a consequence of the networking activities of the DGfP, which can provide a channel of communication for people who are searching for a job. The DGfP does not conduct specific readership surveys. Nevertheless, from their membership survey, carried out in 1992, they found that 88% of the membership want to stick to the present style of the journal (Bittscheidt & Hunnius, 1993). The DGfP journal editor added that feedback from the membership indicated that the news about people, which would indicate who was promoted, appointed to the board or who retired in the personnel field etc., are the first thing readers refer to. This is probably not only a question of factual information but also underlines the cliquey character of the DGfP.

The subscription fee for the journals is included in the membership fee of both associations and amounts to about 72% of the membership fee in the case of the IPM as opposed to 85% for individual members in the case of the DGfP. As DGfP company membership fees depend on the size of the company, it is difficult to fix the journal subscription fee as a certain percentage of the membership fee, but as a minimum about 25% of the company membership fee covers the journal subscription fee. This may indicate that company members of the DGfP attach less importance to the journal as it is not the major link with the association. DGfP individual members are probably more interested in the journals as they cannot participate in the experience exchange groups.

From the small sample of interviewees it was found that in the British case five of seven interviewees, regardless of the extent of their active involvement in the IPM,

stated that the journal was the most important service. In contrast, in the case of DGfP members, only one interviewee attached highest importance to the journal and this was only due to his not using any other services of the DGfP. Nevertheless, members of both association recognise that the journal as a particular strength of the associations, providing a source of updating and awareness. For example: "The journal gives you the impression that you are in contact with people through the journal, you can see what is going on in other branches, topical issues are discussed, furthermore it is a regular service that keeps you in touch with everything." (interviewee 2, IPM), "The journal is important, it gives good ideas ... I like the practical experiences of other companies which are reported there." (interviewee 8, DGFP).

Merger

At the point in time when the interviews with IPM officers were carried out it had not been decided whether there will be one or more journals under the IPD and what form they would take. Apart from the new logo, which was introduced in July 1994, up until 1995 the IPM and the ITD journals will remain as they are.

5.2.2   LIBRARY/INFORMATION SERVICE

Both associations provide a library and an information service for their members but again this is a more generously resourced activity at the IPM, in terms of staff and facilities. Whereas the IPM officer ranked the library and the information database as the most important service of the association, the interviewees at the DGfP only perceived this service to rank fifth. At the same time, they stressed that this service is becoming more important for the DGfP in the future. This was confirmed by one of the board members "... the documentation about instruments in the personnel field is unique and the current Director General has an eye on its improvement." (interviewee 1, DGfP)

The IPM as well as the DGfP store all sorts of publications, linked to the personnel field or to general management (IPM, "Library and Information Services"). An important feature is the collection of company policies on certain issues. These are usually contracts between the Works Council and the company in the German case and written policies of personnel departments in the British case. A German interviewee commented "... we made demands upon the information service several times, we used it for example when we introduced new company identity cards. The DGfP would send you reports from companies which have experience with the particular issue you are interested in. It is objective information and it is not influenced by the DGfP." (interviewee 8, DGfP).

In addition to the company reports, the IPM also issues policy statements on various personnel matters. A British interviewee remarked "... they have got policy statements on every employment issue you can think of" and she went on to add that "... as a basis I take their advice, we recently introduced a smoking policy and the booklet of the IPM was quite helpful. It does not intend to write the policy for you, it just gives you advice and points out things to be considered" (interviewee 1, IPM).

Generally speaking, far greater demand is currently made on the IPM library and information service, in that it handles about 40,000 enquiries per annum, whereas it is only around 700 (1992) in the case of the DGfP. The relatively low use of the library and the information service in Germany may be due to German personnel managers appearing to be very pragmatic regarding their information needs, e.g. "I would not read books or articles because they would not offer a solution for the everyday problems I am confronted with" (interviewee 5, DGfP) or "Books about other topics than labour law are most of the time not written for practitioners" (interviewee 4, DGfP). An IPM member on the other hand thought "... in practice, if one is not sure about something or wants to go wider, you go to your books ..." (interviewee 2, IPM). Still, the high number of enquiries does not necessarily mean that British personnel practitioners take a more "academic" approach, at least this cannot be concluded from the interviews with IPM members. It is more likely that the demand comes mainly from student members who need information for their

studies. A lecturer pointed out in interview that although "... nothing comes free from the Institute other than initial enquiries, I encourage the students to use their library and information service." (interviewee 7, IPM)

An interviewee felt that the DGfP in general is very much focused on the "soft" issues of personnel management, which may be also reflected in the sort of information they offer through their library and the information service. Other interviewees noted that especially concerning labour legislation, they "get a lot of information off the employers' association. It is a competitor to the DGfP." (interviewee 3, DGfP). Again the division between the employers' associations and the DGfP become more obvious, with the DGfP focusing on the "soft" and strategic side of personnel management and the employer's associations focusing on the "hard" side of legislation and industrial relations.

Merger

With the merger of the IPM and the ITD, the libraries of the two associations are planned to be physically put together in Wimbledon. One of the IPM librarians indicated that it would not be a major change, as the IPM has always considered training as an important issue and they already own most of the ITD library books. However, the ITD librarian will be moving with some other ITD staff to Wimbledon and this is seen at the IPM as an important addition to their service.

5.2.3   PUBLICATIONS

A further indication of the high demand for books in the British context is the growth of IPM publishing, whereas with the DGfP this is a much smaller operation. The DGfP has published fifty-four books at irregular intervals throughout its existence, with most of them resulting from discussions in DGfP interest groups or case studies. These books address practitioners and try to make up for the deficit of practically oriented literature on personnel issues in Germany, a criticism which was noted earlier.

With a list of over two-hundred titles, growing by around twenty titles a year, the IPM claims to be the leading publisher for personnel related books and reports in Britain. "One of their strengths are the books published under the IPM label, they sell well and they are written by reputable people who know what they are writing about. They serve an important market need" (interviewee 6, IPM). The publications cover a variety of issues and address different kinds of memberships, e.g. students books, research series, a series on legal guidelines and advice on current employment issues, books on general management or on special personnel areas (IPM, "Books and Reports"). In contrast to the DGFP publications, these are not simply practice orientated.

Merger

It is planned to merge publishing of the ITD and the IPM and as a result there will be more training publications under the new Institute than under the IPM.

5.2.4   RESEARCH AND SURVEYS

The profit making arm of the DGfP is in charge of several surveys, which are conducted regularly, using the DGfP membership as their sample. These are mainly comparisons of basic pay and fringe benefits or investigations into a variety of other personnel statistical data, including the number of personnel staff in relation to the size of the company for example. One of the interviewees whose company employs eighty personnel people for 3,600 employees indicated that "this is what the DGfP recommends ... it is one of the numbers which we check regularly and we use it to justify the size of the personnel department against the financial controllers in the company ... the personnel department is a service department in the company and the operational departments always think that they would not need that much staff" (interviewee 8, DGfP). Taking this comment into account, the surveys seem to be indirect advice, rather than just information about what the personnel scene in Germany is like.

5.3   NETWORKING

5.3.1   INTERNAL NETWORKING

Experience Exchange Groups

Facilitating networking between personnel practitioners is the core activity for the DGfP, mainly through the medium of experience exchange groups, which are organised on a local, a national and an international basis. The idea of these groups is the creation of a forum where personnel practitioners have an open discussions about their problems and probably get professional advice from colleagues. Hence, it is not only useful for the individual but also for the company.

Some of the groups are meant for top managers of large companies only, others are joined by their middle managers or by the top people of medium sized companies. Some are industry specific, others are spread over different industries. Some are focusing on certain personnel topics, others are dealing with a variety of current problems or more general questions. However, everywhere personal experiences are to the foreground. From the experiences of the interviewees, the number of participants is around fifteen, but this may vary with particular topics, as well as between the groups. Guests or affiliate members are usually not entitled to participate in the meetings unless they are invited as experts to talk on a certain subject. Furthermore the DGfP set up two groups which aim at creating a forum for the dialogue between practitioners and academics.

The DGfP membership service in 1992 confirmed the importance of the service, as 97% of the respondents indicated that access to these circles for their personnel managers was the main reason for joining the association (Bittscheid & Hunnius, 1993). In that particular year, when company membership stood at 1165 and affiliateship stood at 226, the 3,800 participants were scattered over 102 groups, with some of the participants joining more than one group (DGfP, "Taetigkeitsbericht 1991/1992", p.10). This shows that representatives of the member companies are usually active in attending the experience exchange groups.

87

A similar attitude was found during the interviews for this research, in that four interviewees out of the six practitioners attached the most importance to the experience exchange groups. The disagreement of the two interviewees with the general praise concerning this service was mainly due to the fact that they were not entitled to join the experience exchange groups, as they did not hold a senior enough post in the company.

An important feature of the groups is that they take place in a trusting atmosphere. One of the interviewees indicated "... in other countries this is more institutionalised than in Germany, there they have a lot of groups, clubs and societies where people come together and talk about their problems at the work place. This is not typically German. Here you always have the feeling as if you could not trust people." (interviewee 7, DGfP). This is why the DGfP is very keen on keeping the circles exclusive for particular types of managers.

The two academics in the sample appreciated the existence of the experience exchange groups for practitioners. The observation of one of the interviewees was that "... these circles are really important for personnel practitioners and even if it is just to "let of steam". I mean, how do personnel managers cope with their stress? How do they cope with their bad conscience if they have to dismiss staff? ... I think the experience exchange circles could give emotional stability. Especially in the personnel field this is important as personnel work does not only deal with pleasant things but with the problems in the company." (interviewee 2, DGFP).

But academics also expressed their disappointment concerning the mixed circles for practitioners and academics: "The expectation of the practitioner is to get answers to his questions from academics, say on appraisal ... but who if not practitioners who deal with appraisal every day, could give answers? I think that the expectations were never clarified and that there is a need to talk about expectations." (interviewee 2, DGfP). This was also indicated in the interview with an officer who admitted that "... these groups are not working satisfactory ... there is a difficulty in understanding each other" (interviewee A, DGfP). Another interviewee specified "The language of

practitioners and academics differs. Academics are civil servants for life, consequently they have got other interests than practitioners. Furthermore the universities are not as up-to-date as practitioners. Academics are long term oriented and practitioners look one year ahead." (interviewee 6, DGfP).

On the other hand there is a recognition by practitioners of the importance of more theoretical knowledge: "The DGfP is an association which promotes the practice of personnel management in the companies. Today you cannot do this without any scientific backup." (interviewee 1, DGfP). "You need a mixture of theory and practice. The theoretical part is to think about personnel management in 2000, where it should be going and what might influence the field. The practical part is to think about the implementation, about co-ordination and about problems which need to be solved today" (interviewee 7, DGfP). Although these comments indicate that the necessity to integrate theory and practice is acknowledged, the earlier statements show that the relationship between academics and practitioners in Germany is very uneasy and in some ways, instead of co-operating they compete with each other.

IPM-Networking

Although IPM internal networking takes place on a local, a national and an international level too, the ideas behind the networking activities are different. At a branch level, meetings are held with a variety of personnel issues being discussed and experiences being exchanged. These are open to any branch member, who is even allowed to bring guests along, which contrasts with the exclusive group of participants in Germany. As a consequence, IPM branch meetings are usually much bigger, in terms of the number of the participants than the experience exchange circles. One of the Interviewees reported that "... the Birmingham branch has about 14,000 members and only a small proportion is active ... it tends to be a core of 200 to 300 that attend the meetings regularly" (interviewee 1, IPM). For the German interviewees the small size of the groups was very important to create an open atmosphere. The attitude is that it is only if they knew each other well that discussions where people talk about their real worries come up and only these are seen to be fruitful.

On a national level forums are set up by the IPM to organise expert groups which discuss matters of joint interest within particular industries or areas of specialisation. Anyone who is a member of the IPM can belong to these groups and even non-members may join for a fee of £40. The teams come together in workshops or other meetings and try to find answers to specific personnel related questions. In interview it was pointed out that these forums "... are an excellent opportunity for networking. As well as being a good opportunity for members to find out what other members think it is also a good opportunity for us [the IPM] to find out what members think." (interviewee A, IPM).

Also, the IPM's international Exchange Meetings enable personnel practitioners to meet their counterparts in other European countries and the USA. This service is open to members as well as non-members. Here the motto is the exchange of ideas and experiences on an international level.

Differences

There are some major differences between the IPM and the DGfP groups which should be emphasized. Whereas the DGfP meetings are, with two exceptions, open only to personnel practitioners, at IPM meetings consultants, trainers, line managers or academics can have an input as well. Generally speaking, the approach of the IPM is more one that recognises the relationship between theory and practice whereas the DGfP has an exclusive practice orientation.

Within the IPM, the communication with its membership is a major issue. This is mirrored by the outputs which the groups produce. On a branch level a "newsletter" is issued usually every two months, in order to keep members informed about branch activities. Also, the ideas which come up in the national forums are shared with the membership through quarterly edited newsletters. Furthermore results from research groups are published and also fed into the education scheme or other services of the IPM. This information flow represents an attempt by the IPM to keep members up to date on the one hand and to make them feel that they really belong to their association. These facilities project an image for the IPM that it is constantly

on the move for the profession. In contrast, in most interviews with the personnel managers of DGfP companies, it was indicated that they feel that the DGfP does "... not communicate enough with their members. There is not enough information. I think that they are not proactive enough in offering their services." (interviewee 5, DGfP). "I do not really know what kind of services the DGfP offers. You get information here and there, but there is no overview." (interviewee 3, DGfP) "I would like to get more information, continuous, current information. Apart from the journal, there is nothing, there is no contact by the association at all." (interviewee 7, DGfP). In this sense the IPM is more "proactive" than the DGfP.

Merger

The ITD is also divided into branches and hence these have to be coordinated somehow with the IPM branches. The branches will be given guidance by the IPD Council and then left to organise the merger by themselves. It was reckoned that the boundaries should not cause problems, as there is no limit to the size of a branch membership. The IPD anticipate that they could end up with around fifty branches at the end of the day. On an international level the merger might be more difficult because the structures between the two bodies differ. Whereas the IPM has no international branches, the ITD does.

5.3.2 EXTERNAL NETWORKING

Links with other organisations

With "networking" the IPM refers not only to its internal communication channels, but also to its links with institutions outside the association. It communicates with employers, government bodies and educational institutions as well as with other national associations. In this way the IPM pursues its pressure group activities, which is not part of the DGfP's role. Interestingly neither trade unions nor employers' associations were mentioned in the IPM brochures or in any of the interviews with IPM officers and IPM members, with one exception where the comment was made that: "... they ought to make stronger links with industrial

relations societies" (interviewee 6, IPM). The apparently weak links with these institutions may be due to negotiations taking place on a company level rather than a regional or an industry level. Hence, decisions are not as far reaching as in Germany and may not be important in terms of nation-wide pressure group activities. Another thought is that personnel management in Britain was characterised for a long time as a position "in the middle" between employers and employees and possibly the IPM does not want to express a clear position on this in terms of co-operating with the one or the other side.

The DGfP is restrained in its links outside its specific boundaries. Formal links to other organisations or to government bodies do not exist. Even training activities and the editing of the journal are organised in-house. Partly this may be due to its "non-pressure group" role. But also, it may just indicate that the DGfP is not active in communicating with "outsiders".

However, both associations are active members of the European Association of Personnel Management (EAPM) and the World Federation of Personnel Management Associations (WFPMA). The EAPM is a sort of umbrella organisation for personnel associations in Europe, whereas the WFPMA takes this role world wide. The involvement in these two associations right from the beginning (foundation in 1962 and 1976) shows that both, the IPM and the DGfP attach high importance to European and international issues, within the personnel sphere.

Research

Research groups are seen as another important feature of IPM networking. Projects are carried out through a "mix of internal exploratory research, liaisons with the academic community and government funded, independent research" (IPM, "IPM", p.10).

Research is not an activity of the DGfP. "We do not intent to do scientific work" (interviewee A, DGfP). The DGfP is purely practice orientated with the principle of

working "with practitioners for practitioners". They do conduct surveys as indicated earlier, but the networking for these services is mainly limited to members.

Conference

Both associations see their conferences as a high profile event, providing opportunities for networking. Whereas the DGfP conference is bi-annual and attracts about 1,200 people, the IPM event is annual and for this years' 47th conference, around 2,000 delegates are expected.

Although the associations attach high importance to their conferences, in interviews, they were either hardly mentioned as in the British case or they were just not attended, as in the German case. The following comment of a personnel director summarises the general attitude towards conferences amongst the German interviewees "... I do not like conferences. The presentations are published afterwards, so I can read them. There are too many people for interesting discussions. It is more a social event. There is an immoral touch to it. On the one hand personnel managers have to cut wages and on the other hand they take their wives and go to a conference." (interviewee 5, DGfP). In the case of the conference at Harrogate, one interviewee reported: "... The conference is a good one. It is a useful contribution that the IPM makes to personnel management in this country. ... It is more for practitioners than for academics and yet they have quite a few academics or senior managers giving papers." (interviewee 6, IPM).

However, these two contributions indicate that it is a very individual thing whether one does or does not like events like conferences, however good they are. It was also mentioned in the interviews with German practitioners that there is a lot of competition in the area of conferences.

Merger

The conference of the IPM and the ITD will be a joint conference at Harrogate with a greater emphasis on training issues from 1994 onwards.

5.4   EDUCATION

Strictly speaking every activity within an association like the IPM or the DGfP could be seen as a part of an educational process. For instance, information and networking as well as advice contribute to a learning process. Here the discussion will focus on professional education and training services.

5.4.1   PROFESSIONAL EDUCATION SCHEME

As indicated earlier, direct involvement in the field of education for personnel managers is only part of the work of the IPM, through their professional education scheme. Currently, it is a two-stage programme with the first stage developing general management skills and the second stage putting greater emphasis on the knowledge of major personnel management issues and the development of key personnel skills. The qualification can be achieved through full time courses (one year) or through a part time courses (two - three years) with different weekly attendance patterns at colleges and universities as well as through home-based-studies. A closer look at job advertisements for personnel staff shows that the IPM qualification is readily acknowledged in British companies (Kenny, 1989). Also from surveys it becomes clear that they are an integrated part of the British educational system for personnel managers, as they are seen as worth listing together with degrees and other qualifications.

In general, interviewees commented positively on the education scheme, as providing a thorough grounding. Two interviewees who decided to take the course after they had started their career in personnel pointed out: "I introduced many things that have come as a result of exploring things further through the IPM. ... and I was able to do it with confidence. I was able to look at it from different angles, whereas I think if I had not done the education scheme I may have been very blinkered in my thinking and may have not come up with the best for the organisation" (interviewee 2, IPM), "There are a lot of things I was probably aware

of before but would have been unable to articulate.... Before I appreciated that things happen but now I appreciate why they happen." (interviewee 4, IPM). But it was also mentioned that "... a lot in personnel is being able to interact with people. It is something you cannot learn out of a textbook. A lot of it has to be natural, you learn as you go along." (interviewee 4, IPM). Furthermore the examinations were criticised "... I do not disagree with the idea of examinations but I am not sure whether professional people need examinations in the way it is. I think open book examinations would be a lot more aligned with the job they (managers) are doing and the positions they hold." (interviewee 2, IPM).

Although not offering a comparable education scheme, it should be mentioned that the DGfP offers a modular seminar system, comprising three seminars and two workshops, which is seen as "... the first step towards a professional education scheme. It is a starting point which we will develop further." (interviewee A, DGfP). Whereas the first seminar in the series deals with operational tasks, the second seminar takes strategic personnel issues into account and the third seminar also considers general business strategies. But this qualification is not acknowledged by the state and although participants would get a certificate that they had taken the courses, it would not be particularly well recognised as far as employers are concerned.

Merger
With the coming together of the IPM and the ITD, the professional education scheme will be subject to changes as well. It will, for instance, probably have a greater emphasis on training issues. One of the interviewees commented in the light of the merger, "I think that the course might somehow become too broad and overgeneralised. I would not have wanted to spend any more time as necessary in training and development. If there was a much bigger training bias it would not be a course for me" (interviewee 4, IPM). Whether this is a general attitude remains to be seen, but the comment shows again the different perceptions of personnel management in Britain and Germany, as in Germany, there is no doubt that training and development is an important part of personnel.

5.4.2   TRAINING SERVICES

Both associations offer training services to their members which provide a means of updating knowledge and skills in particular areas of personnel work. The concept of this service is very similar in both countries, as the programme in both countries comprises all sorts of short courses, seminars, workshops and conferences concerning general or specific personnel issues. Places, times and structures of the events differ from one course to the other and so do the costs.

On average, a three day IPM course would cost around £830 for members and a similar course at the DGfP would be around £600. This apparent difference may arise due to the different structuring of the two associations in that the IPM training activities are part of the work of its profit making arm and represent the major source of income after the journals, whereas within the DGfP they are carried out by the "academy" which belongs to the non-profit making section.

A special feature of the DGfP training programme is that the events address certain groups of people. In general, it is a service for personnel specialists on a lower hierarchical level, and could even be a special course for say secretaries in personnel. The DGfP also offers seminars for members of the Work Councils. This would underline the co-operative relationship between the Works Council and management in Germany, as it would be the company which pays for the education of the members of the Works Council. The argument of the companies would be that it is easier to communicate with someone who is not only emotionally involved in the representation of the workforce, but who actually understands what is going on in the company and who knows the law and employee rights (DGfP, "Betriebsraete-Seminare").

The IPM has joined together with the British Association for Commercial and Industrial Education (BACIE) to provide a range of events for everyone involved in training and development. Combined, some of these courses meet the requirements for the Institute of Training and Development (ITD) Certificate, which

is acknowledged as the professional qualification for trainers in Britain (IPM, "Training the Trainers"). In Germany, a similar qualification to those offered by the IPM (*Ausbilder im Betrieb*) is provided by the Chamber of Commerce (*Industrie und Handelskammer*). The DGfP courses are more concerned with the management and the development side, than the pure training side.

The profit making arms of both associations offer in-company training for businesses with highly specialised demands. They would design, organise and conduct training on the client's premises, which may be quite often as a result of their consultancy work.

Whereas the IPM training activities were hardly mentioned in the interviews with IPM members, these were seen as an important service of the DGfP in the interviews with company representatives. "... the seminars are focused on personnel issues and if we need development on the personnel sector, the DGfP-brochure is the first brochure I look at." (interviewee 7, DGfP). Probably the restraint concerning IPM training activities is connected with the existence of the professional education scheme, where personnel people get a good overview already and perhaps do not feel the necessity to take part in other training activities.

Interviewees also mentioned that the competition in the training sector in Germany is immense. "... we rarely use the DGfP seminars and if so, this is more for the "soft" part of personnel management. Especially for the "hard" part of personnel management like legislation, administration or payment we use other institutions." (interviewee 5, DGfP), "... there are other, better seminars, but they are much more expensive" (interviewee 6, DGfP), "... there is a lot of competition. ... all these offer seminars as well and some of them are just geographically nearer than the DGfP." (interviewee 8, DGfP). Generally speaking the competitors mentioned in the interviews were public rather than private organisations. Still, although there are institutions which offer seminars in certain areas, which could be seen as competition, there is no organisation which specialises and offers a whole range of seminars on personnel issues like those of the DGfP.

Merger

The training arm of the IPM has always been very strong and there has been a programme for trainers in the past already. The changes here might be minimal.

5.5   ADVICE

Consultancy

As part of the commercial activities, consultancy services are available through both, the IPM and the DGfP. Consultancy can be used for particular projects as well as ongoing. In the case of the IPM, however, projects are usually handled by consultants who are themselves members of the association (IPM, "The IPM Consultancy Service"). These consultants are registered with the IPM and hence may get clients through their professional association.

Whilst consultancy work is important in that it provides income to the associations which subsidises other services, in interviews, members themselves did not mention this side of the work of their associations as a particular strength of its activities.

Legal Advisory Service

Apart from consultancy, the IPM provides a free telephone Legal Advisory Service to members with employment law queries. But as indicated in the interviews "... it has now been moved to some solicitors in Cardiff. But still members can phone up and get a ten minute free chat and after that the solicitor would say that the person should see a solicitor about that." (interviewee A, IPM). One of the interviewees had once used this service and commented "... I was not sure about the wording that solicitors put in an industrial tribunal form and I felt that it was good to get advice here. But normally we have solicitors in the company whom I can refer to. The reason why I used the IPM was because the solicitor was on holiday. So I would not necessarily use the IPM Legal Advisory Service, but it is still nice to know that it is there when you need it." (interviewee 2, IPM).

The DGfP do not have a legal advisory service, probably because this would represent an area of overlap with the employers' associations. From the interviews with DGfP members, the researcher got the impression that with regard to legal issues, companies have a close link with their employers' association: e.g. "... for legal problems we refer to the employers' association. ... They do not only offer information and advice but would even represent you in front of the labour court." (interviewee 1, DGfP).

THE JOURNALS: *PERSONNEL MANAGEMENT* **AND**
         PERSONALFUEHRUNG

6.1   INTRODUCTION

The IPM and the DGfP journals are intended to be an important service to keep members up to date with the latest developments in the personnel field. The analysis of the topics that these journals cover in their index provides a further aspect of the comparison between the two associations, in that it might reveal what the associations appear to perceive as key issues for personnel management in their country.

In interview, some major differences between the IPM and the DGfP in managing their journals, *Personnel Management* and *Personalfuehrung*, became apparent. This background information has to be born in mind, as it may influence the types of content and topics covered by the journals.

Structure

The structure of *Personalfuehrung* and *Personnel Management* differ. *Personnel Management* consists of four parts. First, within the news part, articles deal very briefly (sometimes not even half a page) with things that are currently going on in the personnel field. These are usually written by journalists. Second, the journal includes around five articles (three to four pages) about different topics relating to personnel. Writers of these articles can be personnel practitioners, academics, consultants, trainers, IPM officers, journalists or anybody else who could make an interesting contribution. Third, *Personnel Management* too covers different more general issues, such as "Comment", "Letters" or "Profile". Fourth, the journal includes an exclusive recruitment advertisement section, which usually covers around a quarter of each issue.

The DGfP journal can be broadly divided into three parts. First, it has a main topic for each issue, being covered usually by six articles which are mainly written by

personnel practitioners, who report about their own (member) company. Sometimes academics also make statements. Second, each issue comprises another five articles about a variety of personnel issues which are written by different experts in say labour legislation or training for example. Third, the journal also covers a variety of general issues, for instance "Dialogue", "DGfP-News" or "Interview" .

Editing

As indicated earlier the IPM editing and the distribution of the journals are contracted out to a professional company of journalists and is the major source of income for the association, whereas in the case of the DGfP, the journal is still produced in-house. In Germany, the editing lies entirely with the DGfP e.V., general advertising is organised by the DGfP mbH and only the lay-out and the printing is carried out by a professional company. However, *Personalfuehrung* is not an important source of income for the DGfP.

The *Personalfuehrung* editor stated that the content of the issues is planned more than one year in advance. When the interview was carried out in August 1994, the main topics for the next years' twelve issues were fixed already. The input for these topics come mainly from DGfP internal sources, the experience exchange circles for example and sometimes from other magazines or the press. After having chosen the topics, the editor goes out to member companies in search of articles about their experiences, relevant to the topic. Sometimes people phone her to ask whether she is interested in their project. The *Personalfuehrung* editor emphasised that "one needs the feeling for things that are going on to do an editor's job" (interviewee B, DGfP) and that in this context experience and a good network are the most important tools.

In the case of *Personnel Management* planning, the IPM has monthly meetings where the editor sets out a schedule of all the articles coming out in the next six months' issues. In addition to that, a joint meeting with the editorial staff and the IPM policy making group takes place every three or four months, where they discuss what the Institute is doing in the next six months and how the magazines

can pick up on that. Then the editing team selects articles as part of the overall plan. In interview, the IPM magazine manager confirmed that the content of the journal does not so much reflect what comes in from writers, but that writers are rather sought by the editor and the editorial advisory board. Here the IPM policy groups provide a good network. On the whole, the editor is quite independent in his work. The "comment", which is seen as the most political part of the magazine, is the only contribution which the Director General always has to see.

Index

It is usually the yearly index one would look at first, if one was searching for a certain subject and the articles contributed to it throughout the year. This is why the setting up of the index subject classification is an important activity. In interview, the *Personalfuehrung* editor explained that she has got a list of topics and continuously throughout the year, after each issue of the journal has been completed she categorised the articles into the relevant topics, according to their main message. Sometimes, however, articles fit into more than just one topic and consequently appear more than once in the index. The interviewee confirmed that the topics could be seen as an indicator of what has been discussed throughout the year. In the case of the IPM, "the indexing of the articles from the magazine is set into categories created by the Editorial Director and each article or feature is fitted under these subject headings ... it is one of those things that is in the Editors head and not easily articulated." (interviewee B, IPM).

6.2   CONSISTENCY OF COVERAGE: 1986 - 1993

Table 1 and 2 list the topics in *Personnel Management* and *Personalfuehrung* and show their coverage throughout the period of 1986 to 1993. Referring to the whole period, patterns of consistency in the coverage of topics are apparent. As explained earlier, these are labelled "consistent", "temporary" and "new". Table 3 contrasts the categories of coverage attached to each topic in *Personnel Management* and *Personalfuehrung*. The following sections refer to this Table.

TABLE 1:   INDEX TOPICS IN *PERSONNEL MANAGEMENT* AND THEIR COVERAGE FOR 1986-1993

INDEX TOPICS	1986	1987	1988	1989	1990	1991	1992	1993
EDUCATION, TRAINING & DEVELOPMENT	X	X	X	X	X	X	X	X
RECRUITMENT & SELECTION	X	X	X	X	X	X	X	X
LAW AT WORK	X	X	X	X	X	X	X	X
INTERNATIONAL ISSUES	X	X	X	X	X	X	X	X
WELFARE, HEALTH & SAFETY	X	X	X	X	X	X	X	X
PAY & CONDITION	X	X	X	X	X	X	X	X
PERSONNEL MANAGEMENT - GENERAL	X	X	X	X	X	X	X	X
PUBLIC SECTOR	X	X	X	X	X	X	X	X
INDUSTRIAL/ EMPLOYEE RELATIONS	X	X	X	X	X	X	X	X
PERSONNEL PRACTICES & TECHNIQUES	X	X	X	X	X	X	X	X
IT IN PERSONNEL	X	X	X	X	X	X	X	X
EQUAL OPPORTUNITIES	X	X	X	X	X	X	X	X
ECONOMIC & COMPANY POLICY				X	X	X	X	X
FLEXIBLE WORK	X	X	X					X
CORPORATE CULTURE	X							
QUALITY MANAGEMENT		X					X	
MISCELLANEOUS	X	X	X	X	X	X	X	X

X = COVERED IN THE PARTICULAR YEAR

103

TABLE 2:   INDEX TOPICS IN *PERSONALFUEHRUNG* AND THEIR COVERAGE for 1986-1993

INDEX TOPICS	1986	1987	1988	1989	1990	1991	1992	1993
EDUCATION, TRAINING & DEVELOPMENT	X	X	X	X	X	X	X	X
RECRUITMENT & SELECTION	X	X	X	X	X	X	X	X
EMPLOYMENT LEGISLATION	X	X	X	X	X	X	X	X
INTERNATIONAL ISSUES	X	X	X	X	X	X	X	X
WELFARE, HEALTH & SAFETY	X	X	X	X	X	X	X	X
WORK APPRAISAL, REWARD SYSTEMS	X	X	X	X	X	X	X	X
PERSONNEL MANAGEMENT & POLICIES	X	X	X	X	X	X	X	X
CODETERMINATION	X	X	X	X	X	X	X	X
ECONOMIC & COMPANY POLICY	X	X	X	X	X	X	X	X
FLEXIBLE WORK	X	X	X	X	X	X	X	X
IT IN PERSONNEL		X	X	X		X	X	
WOMEN AT WORK				X	X	X	X	X
PERSONNEL COST CONTROL		X	X	X	X	X		X
CORPORATE CULTURE	X	X	X	X			X	
QUALITY MANAGEMENT					X		X	X
MISCELLANEOUS	X	X	X	X	X	X	X	X

X = COVERED IN THE PARTICULAR YEAR

TABLE 3:   COMPARISON OF INDEX TOPICS IN *PERSONNEL MANAGEMENT* AND *PERSONALFUEHRUNG* FOR 1986-1993

PERSONNEL MANAGEMENT INDEX TOPICS	*	*PERSONALFUEHRUNG* INDEX TOPICS	*
EDUCATION, TRAINING & DEVELOPMENT	C	EDUCATION, TRAINING & DEVELOPMENT	C
RECRUITMENT & SELECTION	C	RECRUITMENT & SELECTION	C
LAW AT WORK	C	EMPLOYMENT LEGISLATION	C
INTERNATIONAL ISSUES	C	INTERNATIONAL ISSUES	C
WELFARE, HEALTH & SAFETY	C	WELFARE, HEALTH & SAFETY	C
PAY & CONDITIONS	C	WORK APPRAISAL, REWARD SYSTEMS	C
PERSONNEL MANAGEMENT-GENERAL	C	PERSONNEL MANAGEMENT & POLICIES	C
PUBLIC SECTOR	C		
INDUSTRIAL/EMPLOYEE RELATIONS	C		
PERSONNEL PRACTICES & TECHNIQUES	C		
IT IN PERSONNEL	C	IT IN PERSONNEL	T
EQUAL OPPORTUNITIES	C	WOMEN AT WORK	N
		CO-DETERMINATION	C
ECONOMIC & COMPANY POLICIES	T	ECONOMIC & COMPANY POLICIES	C
FLEXIBLE WORK	T	FLEXIBLE WORK	C
		PERSONNEL COST CONTROL	N
CORPORATE CULTURE	T	CORPORATE CULTURE	T
QUALITY MANAGEMENT	T	QUALITY MANAGEMENT	N
MISCELLANEOUS	C	MISCELLANEOUS	C

*   =   COVERAGE OF TOPICS, COVERAGE KEY:
C = CONSISTENT, **T** = TEMPORARY, **N** = NEW

6.2.1 TOPICS CONSISTENTLY APPEARING IN BOTH *PERSONNEL MANAGEMENT* AND *PERSONALFUEHRUNG*

The following topics have been covered consistently by the two journals throughout the period: education, training and development, recruitment and selection, employment legislation, international issues, welfare, health and safety, pay and conditions/work appraisal, reward systems and general personnel management issues. This indicates that the topics as such are seen as key issues of personnel management in both countries, irrespective of the cultural context. Nevertheless, in some cases, a change in the topics' wording brought about a change in focus during the period. Some striking features are discussed in the following paragraphs.

"Education, Training & Development"
Especially in the British index the area of education, training and development went through several changes. On the whole it became more specialised throughout the period. Whereas it was just "education, training & management development" in 1986 or "human resource development" in 1987, in 1988 the field was divided into "education/industry links", "training & development" and "training & technology". In 1989 one further topic, namely "management training & development" was added. This indicates that the IPM, even years before the merger with the ITD, attached relatively high importance to the field of training, which is backed up by the magazine manager, pointing out that they had to focus more on training in the last years, as training has become an important issue in personnel (interviewee B, IPM).

The editor of *Personalfuehrung* explained that most of the contributions which land upon her desk deal with education, training and development and that a lot of these articles cannot be published, simply because there are too many. Due to this oversupply on the one hand and the demand for information on the topic on the other hand, it is made a feature topic in one of the issues at least once a year. However, whereas the wording remained unchanged in the case of "education & training", there was a change of focus from "personnel development" to "personnel & organisational development" from 1988 onwards. This shows the strong link

between personnel and organisational issues attributed to the personnel field in Germany. Probably this change of focus also indicates the message of the DGfP promoting a stronger integration of personnel management within the organisation through organisational development.

"Recruitment & Selection"

In the case of *Personalfuehrung*, the focus of the topic "recruitment & selection" changed throughout the years and by the end of 1993 also included "manpower planning" and "personnel marketing". The topic remained without any changes in wording in *Personnel Management* throughout the period. In Britain, apart from the topic being an important area of personnel work, its consistent coverage in the journal might also indicate support for the recruitment advertising, which is such an important source of income for the journal and the IPM.

"Law at Work"/"Employment Law"

Although generally speaking social and labour legislation is a more important issue in Germany, as here the personnel field is much more strongly constrained by laws than in Britain, the topic was consistent in the index of *Personnel Management* as well.

"International Issues"

In both journal indexes, international and European issues are covered over the whole period (apart from 1986 for *Personalfuehrung*). In the British case there was a change of focus from "international" (1986-1988) to "Europe & international" (1989/1990) and from 1991 onwards, the editor saw it as worthwhile to distinguish between the topics "Europe" and "international". This indicates the importance attached to European issues as opposed to international issues in general in Britain. Also, it reflects the IPM policy of being involved on a European level not only through international forums for example, but also through the journal which has about 1,000 subscribers overseas, mostly in Europe. In Germany, international issues focused on the use of labour in foreign countries and the personnel work attached

to this policy. It was from 1990 onwards that "Europe 1993" explicitly appeared in the index for the first time, together with "international" issues.

"Welfare, Health & Safety"

Given that the origins of personnel management in Britain lie in welfare activities, it is no surprise that this field is still addressed in the index today. However, up to 1987 the topic referred to "health" only, from 1988-1992 it was "health & safety" and in 1993 it appeared as "welfare, health & safety". In the German case it was "welfare, health & safety" right from the beginning although in 1990, "absenteeism" was added and in 1993 the topic was extended again to include "conservation". Conservation has been a big issue for German management due to social and political pressure for many years and in a way it is surprising that it did not appear earlier in the index of *Personalfuehrung*.

6.2.2   TOPICS CONSISTENTLY APPEARING IN *PERSONNEL MANAGEMENT* ONLY

"Public sector", "industrial/employee relations", "personnel practices & techniques", "IT in personnel" and "equal opportunities" are consistently covered by *Personnel Management* and are either "new", "temporary" or did not appear at all in *Personalfuehrung*. Hence, whereas these topics are seen as important in Britain, they are neglected in the German case. It is worth having a closer look at some of the topics in this category.

"Public Sector"

The inclusion of the public sector as a topic in the British journal, in comparison with its exclusion in the German one, reflects the policy of the two associations. Around a third of IPM members work in the public sector and they still face different problems as personnel managers in the private sector. Hence, they are interested in personnel management issues concerning their special working environment. In contrast, the DGfP membership policy concentrates on the private

sector. As most of the articles in their journal are written by members, personnel issues in the public sector do not appear or if they do, they are very much the exception. It may well be of course that the editor of the DGfP journal does not consider that articles referring to the public sector are worthwhile specifying as such in the index and that such articles are included under other topics. But again this would mirror the DGfP's emphasis on the private sector, as opposed to the public sector.

"Industrial/Employee Relations"

The *Personalfuehrung* index does not specify "industrial/employee relations" as a topic, whereas it is consistent in *Personnel Management* over the period. This could be due to the differences in the industrial relations systems between the two countries. In Britain wage negotiations take place on a company or a plant level and have traditionally been a major task of personnel managers. The strong focus on this role of personnel management changed during the 1980s, when more co-operation between management and the workforce was sought. This is also mirrored by the change of wording of the topic from "industrial relations" (1996/1987), to "employee relations" (1988) and "employee relations & involvement" (1989-1991).

In contrast, the German personnel manager is not directly involved in wage negotiations, as these take place between employers' associations and trade unions on an industry level. This, in itself, does not represent a satisfactory reason for *Personalfuehrung* not mentioning industrial relations in their index. Probably it is necessary to go back into the DGfP's history and take into account the disagreements between the employers' associations and the DGfP. According to the agreement between the two associations, the employers' associations deal mainly with industrial relations on an industry level and the DGfP concentrates on the relevant issues for personnel managers at the company level. It could be argued that by not specifying "industrial/employee relations" as a general topic in the index, the DGfP tries to avoid only overlapping with the employers' associations.

"Personnel Practices & Techniques"

"Personnel practices & techniques", appearing only in the *Personnel Management* index, is a relatively general topic. Nevertheless, it is interesting that the British editor considers it worthwhile having a separate topic in the index, while the German editor does not. This may reflect the policy of the two associations and the kind of readership the journal addresses.

As representatives of member companies in Germany are drawn from top personnel levels, the majority of the *Personalfuehrung* readers are likely to be into strategic and political issues. In the case of IPM membership, around 50% of IPM members do not have management positions and these people are probably more interested in the coverage of day-to-day operational issues in the journal. "Personnel practices & techniques" refers more to operational matters, as opposed to strategic issues.

"IT in Personnel"

"IT in personnel" has been a topic in *Personnel Management* throughout the period whereas it only appeared in 1987-1989 and 1991-1993 in *Personalfuehrung*. This would indicate that information technology is in relation to other consistent topics, not seen as a core matter for personnel managers in *Personalfuehrung*. From personal experiences and observations, the researcher found that computing seems to play a more important role in the education of British management students than in Germany. Not only are the universities better resourced and the facilities much more up to date, but also students seem to be more familiar with all sort of software. This is a very subjective view, but it does go along with the findings from the index coverage.

"Equal Opportunities"

Equal opportunities have been a consistent topic in *Personnel Management*, but it has only appeared since 1989 in the German journal and then it relates simply to women. Issues of equal opportunities in Germany could be covered by the topic "employment legislation" or "co-determination", as this field is strongly regulated by labour laws and regulations. However, with European legislation, equal

110

opportunities for women will be subject to stricter legislation than Germany has experienced in the past. Interviewees in Germany pointed out that as Germany is more or less a standard setter for European legislation, in general it does not bring major changes for German personnel management but in the field of equal opportunities for women, they will have to face new regulations (interviewee 3, DGfP). Also, generally speaking personnel policies for women have become more important since the mid 1980s in Germany. This was due to the demographic changes and the demand for more qualified staff on the one hand and the changes in values which accompanied a new attitude towards job and family, as well as, on the other hand, an increase in women's qualifications. It seems as if these developments were mirrored in coverage of women at work in the German journal.

6.2.3   TOPICS CONSISTENTLY APPEARING IN *PERSONALFUEHRUNG* ONLY

"Co-determination", "economic & company policies" and "flexible work" are covered consistently by *Personalfuehrung* and are either "temporary" or do not appear at all in the British index.

"Co-Determination"

As co-determination and the role of Works Councils in Germany is a particular feature of the German industrial relations system, it is not surprising that this topic is not specified in the British index. However, as indicated earlier, the issues may be partly covered by the consistent topic "industrial/employee relations" in *Personnel Management*.

"Economic & Company Policies"

It is interesting to note that "economic & company policies" represents a consistent topic in *Personalfuehrung*, but is only covered occasionally in *Personnel Management*. To remind the reader, in the British case the topic "economic & company policy" was assembled from several topics which came up during the

period but still this more general topic belongs only to the category "temporary". This could be seen as another indicator of *Personnel Management* addressing a different readership to that of *Personalfuehrung,* as the IPM seems more concerned with the day-to-day tasks of personnel people ("personnel practices & techniques") than economic and company policies and developments.

6.2.4 TOPICS NOT APPEARING CONSISTENTLY IN EITHER *PERSONNEL MANAGEMENT* OR *PERSONALFUEHRUNG*

"Personnel cost control", "corporate culture" and "quality management" were either "temporary" or "new" topics or topics which did not come up at all in the index. This would indicate that they are not seen as key issues in personnel in the two journals.

"Personnel Cost Control" ("Personal-Controlling")

From 1987 up to 1991 and again in 1993 "personnel cost control" was a topic appearing in the index of *Personalfuehrung,* whereas it did not appear once in *Personnel Management* throughout the period from 1986 to 1993. This would indicate a higher comparative importance attached to personnel cost control in Germany, as opposed to in Britain which contradicts with findings in the Price Waterhouse/Cranfield Project that personnel cost control is formally done in more than 45% of the British companies and only in 23% of the German companies (Gaugler & Wiltz, 1992).

"Corporate Culture"

Corporate culture belongs to the category "temporary" in both *Personnel Management* and *Personalfuehrung.* It should be noted though that it only appeared once (in 1986) in the British index and five times throughout the eight year period (1986-1989, 1992) in the German index.

"Quality Management"

The topic quality management has appeared in 1987 and 1992 in the index of *Personnel Management* and has been introduced as a separate topic in the index of *Personalfuehrung* in 1990, 1992 and 1993. In both countries the emphasis is on the growing pressure to increase productivity and the way personnel management contributes to the general drive to improve the performance of human resources.

6.3   FREQUENCY OF ENTRIES: 1986 - 1993

The analysis of the consistency of coverage of topics in the indexes of the two journals gives some indication of what the two journals appear to recognise as key topics. It is, avowedly, very much a broad brush comparison, as it does not take the quantity of entries attached to the topic into account. This is why the analysis is extended by an examination of the frequency of entries. Table 4 and 5 rank the topics by frequency of entry over the eight year period for both journals. Table 6 and 7 compare the number of entries appearing in *Personnel Management* and *Personalfuehrung* for each year from 1986-1993.

6.3.1   RANKING OF TOPICS

Tables 4 and 5 give an indication of the frequency and hence of the implied importance between the topics within each journal. Secondly, by working out each topic entry as a percentage of the total topic entries in each journal, an indication is given of the relative weight given to each topic and a comparison of the ranking between the two journals can be carried out.

Ranking for Personnel Management

The most entries in *Personnel Management* over the period appeared under the topic "education, training & development". The topic was not only consistent throughout the eight years but also scored the most entries in every single year.

113

TABLE 4:   EXPOSURE RANKING OF TOPICS IN *PERSONNEL MANAGEMENT* FOR 1986-1993

RANK	*PERSONNEL MANAGEMENT* - INDEX TOPICS	*%
1	EDUCATION, TRAINING & DEVELOPMENT	19.6
2	PERSONNEL PRACTICES & TECHNIQUES	9.3
3	RECRUITMENT & SELECTION	7.4
4	PERSONNEL MANAGEMENT - GENERAL	7.1
5	INDUSTRIAL/EMPLOYEE RELATIONS	7.1
6	INTERNATIONAL ISSUES	7.0
7	IT IN PERSONNEL	6.7
8	PAY & CONDITIONS	5.9
9	PUBLIC SECTOR	5.0
9	LAW AT WORK	5.0
11	EQUAL OPPORTUNITIES	4.2
12	WELFARE, HEALTH & SAFETY	2.7
13	ECONOMIC & COMPANY POLICIES	2.5
14	FLEXIBLE WORK	1.5
15	QUALITY MANAGEMENT	0.7
16	CORPORATE CULTURE	0.2
	MISCELLANEOUS	8.1
	TOTAL (1,793)	100.0

*% =   TOPIC ENTRIES AS A PERCENTAGE OF THE TOTAL TOPIC ENTRIES

TABLE 5:   EXPOSURE RANKING OF TOPICS *PERSONALFUEHRUNG*
FOR 1986 - 1993

RANK	*PERSONALFUEHRUNG* - INDEX TOPICS	*%
1	PERSONNEL MANAGEMENT & POLICIES	21.8
2	EDUCATION, TRAINING & DEVELOPMENT	15.5
3	EMPLOYMENT LEGISLATION	10.9
4	ECONOMIC & COMPANY POLICIES	7.0
5	WELFARE, HEALTH & SAFETY	6.9
6	FLEXIBLE WORK	5.8
7	RECRUITMENT & SELECTION	4.2
8	INTERNATIONAL ISSUES	4.1
9	IT IN PERSONNEL	3.7
10	CO-DETERMINATION	3.3
11	CORPORATE CULTURE	1.9
12	QUALITY MANAGEMENT	1.8
12	WORK APPRAISAL/REWARD SYSTEMS	1.8
14	WOMEN AT WORK	1.5
15	PERSONNEL COST CONTROL	1.3
	MISCELLANEOUS	8.5
	TOTAL (1,559)	100.0

***% =   TOPIC ENTRIES AS A PERCENTAGE OF THE TOTAL TOPIC
ENTRIES**

Furthermore it records more than twice the number of entries than the next rank. This underlines the significance of education, training & development for the IPM journal and confirms the statements made earlier in connection with its coverage.

The topic "personnel practices & techniques" is ranked second. As this is a relatively broad topic and might encompass issues from other topics, the high rank is no surprise. Yet, compared with another general topic, namely "personnel management - general", it is striking that the former ranked higher than the latter. This would confirm the assumption which was made earlier that the IPM journal covers more operational issues, rather than more management or strategic issues.

As expected, the four temporary topics are to be found at the end, occupying the last four ranks. But on the whole it is striking that apart from the first two ranks the differences in the number of entries between these topics are quite small, as indicated in Table 6.

Ranking for Personalfuehrung

In *Personalfuehrung*, it was "personnel management & policies" which had the highest total of entries. This is not surprising, as it is a general topic and as probably other entries, which also appear under another topic, are repeated under this general heading.

"Education, training & development" is ranked at two. This would strengthen again the assertion that education, training and development play a major role in German society in general and for the personnel manager in particular.

Surprisingly the five temporary and new topics do not rank on the last five positions. "Work appraisal/reward systems", being a consistent topic over the eight year period is only at rank twelve, together with the recently emerging topic "quality management". Even more surprising is that "co-determination" only ranks tenth, although it is seen as a special German feature and was repeatedly emphasized by interviewees as being one of the most important issues in personnel.

116

Comparison between the Ranking in Personnel Management and Personalfuehrung
A comparison between the ranking of topics in *Personnel Management* and *Personalfuehrung* produces some interesting results.

"Welfare, health & safety" was identified earlier as a consistent topic in both journals, but the total of topic entries shows that in Germany the topic ranks fifth whereas it is only ranked twelve in Britain. The same holds true for "law at work"/"employment legislation", as it is categorised as consistent in both journals, but takes position nine in *Personnel Management* and position three in *Personalfuehrung*. Another example is the topic "pay & conditions"/"work appraisal, reward systems" which is covered consistently in both journals, but with 5.9% of the total topic entries ranks fifth in *Personnel Management* and with 1.8% only ranks twelfth in *Personalfuehrung*. Also, "recruitment & selection" are consistent in both magazines, but with regard to topic entries, the difference of four between the ranks is relatively high. Given the comments concerning "industrial/employee relations" and "co-determination" in the earlier sections, one could probably compare the two topics as nationally specific features of one and the same problem, namely the relation between employers and employees. A comparison of the topic entries however shows that with 7.1% of the total topic entries for "industrial/employee relations" this results in rank four in *Personnel Management* but with 3.3% of the total topic entries for "co-determination" this results in rank ten in *Personalfuehrung*. These differences in ranking indicate that, although the topics are considered as key issues in both journals, in comparison, "welfare, health & safety" and "employment legislation" are given higher priority in *Personalfuehrung*, whereas "pay & conditions", "recruitment & selection" and "industrial/employee relations" seem to be more important in *Personnel Management*.

The number of topic entries of "economic & company policies" and "flexible work", which were attributed temporary in *Personnel Management*, but consistent in *Personalfuehrung*, support the conclusion that they are considered more important in the latter journal. The difference in ranking for the topic covering "economic & company policies" is nine ranks (rank thirteen in *Personnel Management*, rank four

in *Personalfuehrung*) and for "flexible work" it is eight ranks (rank fourteen in *Personnel Management* and rank six in *Personalfuehrung*). "Corporate culture" was temporary in both journals, but takes precedence in *Personalfuehrung* (rank twelve) in comparison with *Personnel Management* (rank sixteen). Other differences in ranking between the two journals move between one to three ranks and are therefore less indicative of the relative importance attached to them.

6.3.2   DEVELOPMENT OF FREQUENCY OF ENTRIES

Table 6 and 7 show the number of articles covering the topics in *Personnel Management* and *Personalfuehrung* in each year for the period 1986-1993. Certain developments should be mentioned here.

"Recruitment & Selection"

The number of entries for the topic "recruitment & selection" in Britain shows a clear trend during the period by rising from fourteen entries in 1986 to a peak of thirty-one entries in 1989 and then falling away again to seven entries in 1993. This reflects the changes in the economy in Britain with the resurgence of the recession, where jobs were few and far between and topics like "recession" (1991/1992) and "redundancy & unemployment" (1993) which were grouped under "economic & company policies" were more topical, rather than "recruitment & selection".

Also, this goes along with the comments of the IPM magazine manager, referring to the recruitment of personnel people. The recruitment advertising in *Personnel Management* fell considerably during the recession by about 25% in a very short period and that it suggested that it was not because companies did not want to advertise in their journal but because there were no jobs that they could advertise.

In Germany, a similar trend for the topic "recruitment & selection" is not in evidence. The number of entries differs but does not indicate a particular trend.

118

TABLE 6:   NUMBER OF TOPIC ENTRIES IN *PERSONNEL MANAGEMENT* FOR 1986-1983

INDEX TOPICS	'86	'87	'88	'89	'90	'91	'92	'93	TOTAL
EDUCATION, TRAINING & DEVELOPMENT	34	19	44	65	68	38	42	42	352
PERSONNEL PRACTICES & TECHNIQUES	17	19	21	26	30	20	16	18	167
RECRUITMENT & SELECTION	14	14	20	31	25	12	10	7	133
PERSONNEL MANAGEMENT - GENERAL	9	18	14	17	16	14	20	19	127
INDUSTRIAL/ EMPLOYEE RELATIONS	16	13	16	22	20	12	12	16	127
INTERNATIONAL ISSUES	8	11	6	16	18	22	29	16	126
IT IN PERSONNEL	17	16	19	16	15	14	13	11	121
PAY & CONDITION	15	14	16	14	15	11	8	12	105
PUBLIC SECTOR	6	11	11	14	8	15	9	15	89
LAW AT WORK	9	9	12	17	10	11	11	10	89
EQUAL OPPORTUNITIES	8	9	14	8	11	13	7	6	76
WELFARE, HEALTH & SAFETY	5	5	5	10	10	5	7	2	49
ECONOMIC & COMPANY POLICY	0	0	0	12	6	6	6	14	44
FLEXIBLE WORK	10	6	4	0	0	0	0	6	26
QUALITY MANAGEMENT	0	6	0	0	0	0	7	0	13
CORPORATE CULTURE	4	0	0	0	0	0	0	0	4
MISCELLANEOUS	11	21	36	22	22	10	11	12	145
TOTAL	183	191	238	290	274	203	208	206	1,793

119

**TABLE 7:   NUMBER OF TOPIC ENTRIES IN *PERSONALFUEHRUNG*
FOR 1986-1993**

INDEX TOPICS	'86	'87	'88	'89	'90	'91	'92	'93	TOTAL
PERSONNEL MANAGEMENT & POLICIES	9	55	44	75	45	45	43	24	340
EDUCATION, TRAINING & DEVELOPMENT	13	40	40	38	20	30	28	32	241
EMPLOYMENT LEGISLATION	23	30	21	17	26	19	17	17	170
ECONOMIC & COMPANY POLICY	17	17	15	23	4	18	8	7	109
WELFARE, HEALTH & SAFETY	8	19	33	11	11	6	13	6	107
FLEXIBLE WORK	14	17	16	14	9	10	7	3	90
RECRUITMENT & SELECTION	15	2	10	8	7	8	10	5	65
INTERNATIONAL ISSUES	0	12	2	8	5	8	8	21	64
IT IN PERSONNEL	0	9	15	16	0	6	7	5	58
CODETERMINATION	14	7	15	3	4	4	2	3	52
CORPORATE CULTURE	11	5	1	10	0	0	2	0	29
QUALITY MANAGEMENT	0	0	0	0	5	0	7	16	28
WORK APPRAISAL, REWARD SYSTEMS	2	7	3	5	3	1	3	4	28
WOMEN AT WORK	0	0	0	11	3	1	6	3	24
PERSONNEL COST CONTROL	0	5	2	4	6	1	0	3	21
MISCELLANEOUS	10	10	9	13	12	12	31	36	133
TOTAL	136	235	226	256	160	169	192	185	1,559

"Education, Training & Development"

The growth of education, training and development issues in Britain is also mirrored by the number of entries, which increased from 19 entries in 1987 to 68 entries in 1990. From 1991 to 1993 the number of entries remained quite steady at around 40.

In the German case, the number of entries concerning education, training and development dropped from 38 entries in 1989 to 20 entries in 1990. But given that the total number of entries in *Personalfuehrung* dropped from 256 in 1989 to 160 in 1990, the decrease in entries concerning education, training and development is not significant. The reason for a cut down in entries in general may be due to financial problems that the DGfP e.V. faced during that year, which was mentioned in one of the interviews.

"International Issues"

The number of entries concerning international and European issues increased steadily from 6 entries in 1988 to a peak of 29 entries in 1992 in the British case, with a clear emphasis on European issues as opposed to international issues in general. In Germany, the number of entries remained quite stable from 1989 to 1992 (around 8 entries), with an indicative peak in 1993 (21 entries).

"IT in Personnel"

Although information technology in personnel is a consistent topic in the index of *Personnel Management*, the number of entries has decreased gradually since 1988.

"Industrial/Employee Relations"/"Co-determination"

In the British journal the number of entries for "industrial/ employee relations" reached a peak in 1989 and then declined again until 1992. This would support the general view of industrial/employee relations becoming less important for the personnel managers over the years. "Co-determination" in the German case had its highlights in the first three years of the relevant period and then diminished to a couple of entries from 1989 to 1993. This frequency would contradict the statements of German personnel managers today that co-determination impinges on their work.

An explanation could be that as the relation with the Works Council affects the whole personnel field, issues of co-determination are integrated into other topics.

"Personnel Practices & Techniques" - "Personnel Management - General"

It was argued earlier that over the whole period, the emphasis in *Personnel Management* is on operational tasks rather than on strategic issues. But a closer look at the development of the entries throughout the years shows that the order is reversed from 1990 onwards. The number of entries for "personnel practices & techniques" has slightly decreased, whereas the number of entries for "personnel management - general" has slightly increased. This might signify a shift towards a more broadly based management approach in Britain on the one hand and a shift in IPM membership policy towards managers rather than "everybody" on the other hand.

Overview

It should be mentioned that on the whole it is very difficult to make out indicative tendencies in the development of the number of entries throughout the period in the case of *Personalfuehrung*. This may reflect the relatively stable environment in which personnel managers in Germany work, due to the web of laws and regulations. In *Personnel Management*, the differences of frequency from one year to another could suggest a much more lively and unsettled environment for personnel managers.

6.4   SUMMARY

On the whole the analysis of the indexes of the two journals shows that they both cover the main areas of personnel management. Although, according to the IPM magazine manager, the IPM sees its journals as business magazines rather than as personnel specific publications, topics are strongly related to personnel specific tasks.

The investigation also mirrors the particular national conditions under which German and British personnel people work. Whereas some topics are considered key topics in both journals (recruitment and selection, international issues, health/safety and welfare for example), others are only mentioned in one of the indexes (co-determination for example or industrial/employee relations).

Furthermore, the analysis reflects the policies of the two associations and the readership whom they attempt to address. Whereas the DGfP journal addresses personnel managers and therefore seems to put an emphasis on management issues, the IPM journal is more likely to reach those in personnel positions further down the hierarchy and hence stresses more operational issues. Also, the inclusion of the public sector in the British case and its exclusion in the German case is a further indicator of the orientation of the two associations.

VII   CONCLUSION

The literature review suggested that there are major differences between the work, education and status of personnel management in Britain and Germany, as the function has always been strongly influenced by national, contextual features, such as labour legislation, industrial relations, the role of education and training and so forth.

Also, the debates on the concept of the professions suggested that the two countries take different approaches towards educating and regulating professions or occupations, like personnel management for instance, in that in Germany the state plays a major role whereas in Britain the emergence of professional associations has in various respects reduced intervention by the state.

It was then argued that an analysis of the approaches of the IPM/IPD and the DGfP provides further understanding of the cultural dimension within which personnel managers operate. Two basic research questions were posed at the beginning of the empirical investigation:

- In what ways do the IPM/IPD and the DGfP attempt to influence personnel management in their country?
- To what extent do the IPM/IPD and the DGfP influence personnel management in their country?

In order to answer these questions, the structure, strategies, memberships and services of the two associations were investigated through an analysis of secondary sources, interviews with officers and members and an analysis of the index topics of the journals. Within this approach two perspectives were taken. One which gave information on what approaches the associations take and what they perceive to be their influence (in what ways?) and another which focused on the attitudes of the membership and what they perceived as the real impact of the associations on their work, education and status (to what extent?).

7.1   ROLES OF THE TWO ASSOCIATIONS

The study indicates that whilst personnel management provides a good example of the British concept of a profession, there are difficulties in transferring this concept into the German context. The IPM/IPD is constantly seeking status and recognition for the personnel profession in the wider society and by concerning itself with qualifying and examining personnel specialists, represents a classical example of a qualifying association. The DGfP on the other hand does not see itself as a qualifying association and in terms of say, the typology of professional associations proposed by Millerson, it is even difficult to classify it as a professional association at all. The DGfP is more a practitioners' society, acting as a facilitator to enable companies and their personnel managers to meet and communicate with each other. Also, DGfP company membership indicates that companies in Germany have already accepted the importance of personnel management for their organisation and hence the task of the DGfP is not really to seek status for personnel management in the way that the IPM/IPD does.

Hence, from the findings of the research, one can see how the two associations are adaptive to their own cultural context. Given that, although both associations aim at promoting personnel management, the IPM/IPD actively attempts to influence the field, whereas the DGfP approach is more one of support.

7.2   INFLUENCE ON PERSONNEL MANAGEMENT

Work

The literature on the evolution of personnel management and the work of personnel managers today suggested that one of the major differences between personnel management in Britain and Germany is the existence of a long standing set of laws and regulations in the German case which is not so much the case in Britain. Whereas standardisation in Germany is partly reached through employment legislation, in Britain the professional association feels the need to set standards

through an education scheme, a Code of Conduct and Continuing Professional Development. Through this approach the IPM/IPD tries actively to impact on the work of personnel practitioners.

In Germany, on the other hand, there is not much room for the DGfP to set standards for personnel practice, due to the employment legislation and hence the DGfP does not see itself as a standard setting body. Nevertheless, through its networking system, it indirectly influences the work of personnel practitioners, in that they exchange ideas and experiences on how to operate and how say to achieve flexibility within the framework of laws and regulations. Practitioners learn from their peers and sometimes introduce policies which are an outcome of the discussions with others within the DGfP network. This is supported by company membership and the representation of members by top-level personnel managers, which enables the DGfP to link directly with decision-making people, who may have the power to implement the ideas they heard of at DGfP events.

Furthermore, it seems as if the IPM/IPD, through its approach of individual membership as opposed to company membership, has closer links with these individuals. Personnel managers spend personal time and money on being a member of the IPM/IPD and they expect benefits from belonging to the "exclusive" group of professionals. Membership may often be only instrumental in terms of qualifications, with members passive rather than active in their involvement, but they still tend to identify with their professional association and to feel committed to its purposes. Given this personal involvement, the IPM/IPD is likely to be able to impact upon the thoughts and the work of personnel specialists, although the social processes are different from the German context.

On the other hand, in Germany, as membership is company based, members' representatives usually see their links to the association as part of their job. As they do not pay the membership fees and are just representing the company rather than being committed personally, they do not necessarily expect any direct contributions by the DGfP to their personal position and there is usually no identification with the

DGfP. This loose relationship makes it difficult for the DGfP to actively influence the personnel management process, which it is perfectly aware of and does not intend to do.

The literature revealed another major difference between personnel management in Britain and Germany, which is the German training and education tradition. Training and development in Germany is usually fully integrated into the personnel function, whereas in Britain the training function has been neglected in the past and also, personnel and training in companies are not necessarily linked with each other. The merger between the IPM and the ITD in 1994 is a step towards the recognition of personnel and training being issues for one profession rather than for two, as in the past. In the long run this decision, to create one Institute could contribute to a rethinking and the reorganisation of personnel and training departments in companies. The IPM/IPD may then have influenced personnel managers' work if they become equally responsible for training and development as for all the other personnel responsibilities.

Education

A comparison of educational background in two countries is always problematic, as for instance university degrees in two countries are not necessarily comparable in terms of the knowledge and competence of graduates. However, the literature on the educational background of personnel managers suggested that nowadays higher qualifications for entry and promotion in the personnel field are necessary in both countries. Critics of the British system draw attention to the diversity of the education system and concerning the German system, it is argued that the education of personnel managers is too theoretical.

This is mirrored in the findings on the roles that the IPM/IPD and the DGfP take concerning the education of personnel managers in their country. The IPM/IPD has created an acknowledged education system which is delivered not only through their own professional education scheme but also through accredited college and university courses. With this role of a qualifying association, the Institute intends

127

directly to influence the education of (potential) personnel managers and hence contributes to the linkage between the state educational system and the education offered by professional associations.

The IPM professional education scheme has established itself as an important qualification, in terms of getting a job and in terms of promotion in the personnel field. The IPM approach not only to offer their own programme but also to acknowledge existing college and university courses means that the association also influences the education of non-members.

Up to now, the DGfP as a practitioners' society has no influence at all on the education of personnel managers, which is strongly shaped by the university system. But the DGfP seems to have realised potentials here, as negotiations with a university are going on concerning a professional education for personnel managers, combining the theoretical background provided through university courses and a practical input by the DGfP.

Status

The literature suggests that in both countries personnel management established itself in organisations but that in Britain, personnel managers are more involved in the overall strategic business planning than in Germany, where administrative work still predominates. This is used as an indicator of status and consequently status of personnel management can be seen to be higher in Britain than in Germany.

Notwithstanding these arguments the findings of the analysis of the IPM/IPD and DGfP indicate that the search for status and recognition of the field is more proactive in the British case. With its pressure group activities the IPM/IPD tries to be recognised as the authoritative voice on personnel issues in the country to raise the standing of the profession in the wider society.

By contrast, in Germany, employment and indirectly personnel discussions and decisions take place in negotiations between trade unions and employers'

associations. Around 80% of German companies are organised within employers' associations and as DGfP membership is company based, there is no space for the association to act as a pressure group, as they have to rely on the same "clients" or members as employer's associations do. Also, company membership indicates that large companies, but also increasingly companies from the *Mittelstand*, recognise personnel management as an important function, as they are prepared to pay subscription fees in order to support their personnel managers to benefit from DGfP services.

7.3   STRENGTHS, WEAKNESSES - OPPORTUNITIES, THREATS

In the case of the IPM/IPD, its size which grew considerably with the merger represents its major strength, as it potentially enables the association to become more visible within Britain. Also, the establishment of the well regarded professional education scheme is seen as a major strength of the Institute. Notwithstanding its size, up to today, one of the weaknesses of the IPM/IPD is that it has not yet achieved preeminence on all human resource issues. In addition to that, due to its membership policy, it links with personnel people in lower-level positions rather than top-decision makers, which is a weakness in terms of influence at a higher level.

A close contact with powerful companies and high-level personnel managers together with a well established network on the other hand is a strength of the DGfP. However, concentrating on this core activity results in a lower level and range of services in terms of resourcing, compared with the IPM/IPD and this could thus be interpreted as a weakness of the DGfP.

The developments within Europe represent opportunities for both associations, as they create a whole set of new personnel responsibilities, on which both associations could have an input within and outside their organisation.

In the case of the IPM, the merger with the ITD is seen as a major opportunity for the Institute. It definitely was a proactive decision in terms of the integration of personnel and training and may contribute to a more positive attitude towards training and development in Britain in the future.

The reunification in 1990 brought about major changes in Germany and is seen as a challenge for the DGfP. The new situation caused uncertainty on the economic as well as on the company level and information, networking, education and advice was and still is necessary, especially in terms of personnel issues.

For both association the discussions about the concept of HRM implies threats as well as opportunities. With the merger, the IPM/IPD already indicated that it is prepared to perceive HRM as an opportunity. Nevertheless, the devolution of personnel responsibilities which is part of the HRM approach could lead to a loss of personnel specialists. In Britain this could lead to fewer personnel posts and over time fewer members for the IPD, but which could on the other hand be made up by the attraction of line managers, who increasingly deal with personnel tasks. As the concept of HRM suggests that human resource issues on the whole get more important, it remains up to the associations whether they are flexible enough to react to the changes as they take place or indeed attempt to influence them.

7.4 SUMMARY

This thesis argues that due to different cultural contexts, the two associations take different approaches to attempt to impact upon the personnel management process in their country. Whereas the IPM/IPD as a qualifying association and a pressure group takes a more proactive approach to influence the work, education and status of personnel managers, the DGfP as a practitioners' society takes rather more of a supporting role in relation to the work of personnel managers in their companies.

The comparative approach taken throughout this thesis gives extra insight into the differences between the IPM/IPD and the DGfP and the ways in which they impact upon the personnel management process, as summarised in Figure 4. This also lends additional understanding to the role and the purposes of the two associations in their own national context and helps to reveal strengths and weaknesses and opportunities and threats for the two associations.

7.5   RECOMMENDATIONS FOR FUTURE RESEARCH

Certainly, this study does not claim to have included in the investigation all potentially relevant factors, but the outcomes of this thesis give good grounds for further research on a much wider basis.
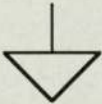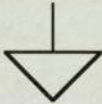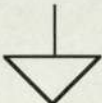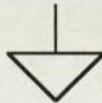
Recommendations for future research can be made from the experiences of the researcher in terms of two aspects: the methodology which was adapted and the relevant topics which could be a fruitful bases for future studies.

Methodology

Basing the research design on the principle of triangulation, whereby different sources of data are brought to bear upon the research problem, has been productive. For instance, although conducting comparable interviews in two countries is no easy task and transcribing them is time consuming, the instrument of the semi structured face-to-face interview has proved worthwhile, since the idea was to grasp cultural differences and nationally bound features. Nevertheless, the sample of interviewees was too small to claim to be representative and for future research a larger sample of interviewees would be necessary to get an overall picture of the perceptions of personnel people.

Brochures and documents on the other hand were an important means of preparing for these interviews, to build up knowledge and understanding, allowing the researcher to concentrate on attitudes and thoughts, rather than on factual

FIGURE 4: THE INFLUENCE OF THE IPM/IPD AND THE DGFP ON PERSONNEL MANAGEMENT: SUMMARY

	IPM/IPD	DGFP
EDUCATION	QUALIFYING ASSOCIATION ⬇ DIRECT INFLUENCE ON THE EDUCATION OF PERSONNEL PRACTITIONERS	NO INFLUENCE ON THE EDUCATION OF PERSONNEL PRACTITIONERS
WORK	STANDARD SETTING, CODE OF CONDUCT, CONTINUING PROFESSIONAL DEVELOPMENT ⬇ INFLUENCE ON THE WORK OF INDIVIDUAL PERSONNEL PRACTITIONERS	NETWORKING OF PRACTITIONERS, DIRECT LINKS WITH TOP DECISION MAKERS ⬇ INDIRECT INFLUENCE ON PERSONNEL WORK IN MEMBER COMPANIES
STATUS	PRESSURE GROUP ⬇ DIRECT INFLUENCE ON THE STATUS OF PERSONNEL MANAGEMENT IN THE WIDER SOCIETY	NO PRESSURE GROUP ⬇ INDIRECT INFLUENCE ON THE STATUS OF PERSONNEL MANAGEMENT WITHIN COMPANIES THROUGH COMPANY MEMBERSHIP

information. For international comparisons, secondary sources can be particularly recommended as the extent of background knowledge that the researcher brings to the study is likely to vary between the two countries.

Also, the analysis of the indexes of the two journals uncovered interesting differences, as to what the associations consider to be key issues for personnel management in each country. Nevertheless, a more intensive analysis of the editorials, of comments, of the letters by the readership or of the types of contributors could reveal other, new aspects. Also, to get a broader picture it seems advisable to look for two or more other journals which, for instance, address academics rather than practitioners. The comparison of the index topics of *Personnel Management* and *Personalfuehrung* has to be seen in the light of the strategies and resources of the IPM/IPD and the DGfP. This thesis revealed major differences in the approaches of the two associations and the analysis of the journals represented another illustration of how they operate. A comparison of two more "independent" journals could give a broader picture of what is generally perceived to be the core personnel issues in the two countries.

Topics

This study outlines various differences between the work, the education and the status of personnel managers in Germany and Britain. Further investigation in a variety of areas could be helpful for understanding and learning more about the other culture. In this context the following topics could, for instance, be the subject of future research:

- ethics of personnel managers,
- identification of personnel managers with their occupation,
- attitude of personnel managers towards standards and regulations,
- perception of training and development of employees,
- relation between personnel managers and line mangers,
- relationship between personnel practitioners and academics.

These are potentially fruitful topics which have only been touched upon briefly in this research.

The findings presented in this study demonstrate that specific national, cultural and historical features cannot be ignored and have to be carefully considered when conducting cross national comparisons. This seems particularly important in terms of the attempts to bring Europe closer together and to establish a European system. The EAPM aims at providing "opportunities to develop and maintain professional standards of competence" (*EAPM, 1992, p.9*). It would be interesting to look at how the European Association takes into account the diversity of its membership in structures, strategies, memberships and services which have been highlighted in this thesis.

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LIST OF APPENDICES

APPENDIX 1:
LIST OF IPM AND DGFP DOCUMENTS CONSULTED

IPM

International Forum, "Quarterly Forum Newsletter", (7)1994

IPM, "Affiliateship", 1991

IPM, "Annual Report", 1993

IPM, "Books and Reports", 1993-1994

IPM, "Consultative Document, Managing People - The Changing Frontiers"

IPM, "IPM" (general brochure)

IPM, "IPM National Conference 1994"

IPM, "Flexible Learning - Information Pack"

IPM, "IPM Brief", April 1994

IPM, "IPM Comments", June 1994

IPM, "IPM European Publications"

IPM, "IPM International Research Projects", 1993/1994

IPM, "IPM Response", March 1994

IPM, "Library and Information Services: A new streamlined service for the Institute", 1994

IPM, "Library and Information Services: Information Notes"

IPM, "Library and Information Services: Reading Lists"

IPM, "Membership Information"

IPM, "Open up to ..." (International Exchanges)

IPM, "Study Routes", 1992-1993

IPM, "Spring Books 1994"

IPM, "The IPM Consultancy Service"

IPM, "The Directory" (Courses, Seminars, Conferences 1994)

IPM, "The IPM Policy on Continuing Professional Development

IPM/BACIE, "Training the Trainers 1994"

DGfP, "Akademie-Seminare 1994 - Das modulare Qualifizierungssystem im Personalmanagement"

DGfP, "Aktuell: Programmvorschau Regionalstelle Leipzig"

DGfP, "Betriebsraete-Seminare 1994: aktuell, praxisbezogen, kompetent"

DGfP, "Der Kreis ist offen", 1992

DGfP, "Mitgliederverzeichnis, Stand: Mai 1993"

DGfP, "Satzung"

DGfP, "Seminare, Jahresprogramm 1994"

DGfP, "Taetigkeitsbericht 1985-1986"

DGfP, "Taetigkeitsbericht 1987-1988"

DGfP, "Taetigkeitsbericht 1989-1990"

DGfP, "Taetigkeitsbericht 1991-1992"

DGfP, "XVII. EAPM / 6. DGfP Kongress"

DGfP mbH, "Beratung in Fragen der Personalarbeit"

DGfP mbH, "Taetigkeitsbericht 1989-1992"

DGfP mbH, "Vergleiche"

APPENDIX 2:
INTERVIEW SCHEDULE - IPM/DGFP OFFICERS

I ORGANISATIONAL STRUCTURE

1. STRUCTURE OF THE ASSOCIATION, BRANCHES, SUBSIDIARIES
2. STRUCTURE OF THE HEAD QUARTER
3. NUMBER OF EMPLOYEES
4. LINKS BETWEEN THE HEAD QUARTER AND MEMBERSHIP

II POLICIES AND STRATEGIES

1. WHO DECIDES ON STRATEGIC DIRECTIONS?
2. POLICY MAKING PROCESS, WHO FORMULATES POLICIES?
3. HOW DO YOU DERIVE AT DECISIONS ?
4. WHERE DO IDEAS, WHERE DOES THE INPUT COME FROM?
5. (IPM) ROLE OF COMMITTEES? (IPM) ROLE OF BRANCHES? ROLE OF MEMBERS?

III MEMBERSHIP

1. PENETRATION OF THE MARKET
2. MEMBERSHIP SURVEYS?
3. COMPOSITION OF MEMBERSHIP IN TERMS OF MEMBERSHIP GRADES
4. COMPOSITION OF MEMBERSHIP IN TERMS OF JOBS (PERSONNEL PRACTITIONERS, CONSULTANTS, ACADEMICS, PURELY TRAINERS, LINE MANAGERS, OTHERS)
5. COMPOSITION OF MEMBERSHIP IN TERMS OF AGE
6. COMPOSITION OF MEMBERSHIP IN TERMS OF EMPLOYING ORGANISATION (PRIVATE - PUBLIC, SIZE, INDUSTRY)
7. MARKETING, POLICY ON MEMBERSHIP GROWTH?
8. (IPM) ENTRY ROUTES? UPGRADING? WHO ASSESSES PROFESSIONAL COMPETENCE? HOW IS PROFESSIONAL COMPETENCE ASSESSED ?

IV SERVICES

1. IMPORTANCE OF SERVICES, RANKING
2. COMPETITORS?
3. (IPM) EDUCATION SCHEME: WHAT REQUIREMENTS DO COURSES HAVE TO MEET TO BE ACKNOWLEDGED BY THE IPM? HOW DO IPM-COURSES DIFFER FROM OTHER COURSES?

V (IPM) MERGER

1. WHY WAS THE MERGER TURNED DOWN A FEW YEARS AGO?
2. HOW DID THE IDEA COME UP AGAIN?
3. HOW WAS IT DISCUSSED?
4. WHERE WILL THE IPD BE LOCATED?

5. WHO WILL BE THE REPRESENTATIVE ON THE HIGHER LEVEL?
    (ELECTED, APPOINTED)
6. HOW IS THE MERGER BEING MANAGED ? ON A NATIONAL AND
    A BRANCH LEVEL?
7. INTEGRATION OF STRATEGIES
8. INTEGRATION OF MEMBERSHIP (GRADES, DIVERSITY)
9. INTEGRATION OF QUALIFICATIONS (ENTRY REQUIREMENTS)
10. INTEGRATION OF SERVICES
11. INTEGRATION OF COMMITTEES, POLICY MAKING
12. INTEGRATION OF BRANCHES

VI   SWOT-ANALYSIS

1. STRENGTHS AND WEAKNESSES OF THE ASSOCIATION?
2. OPPORTUNITIES AND THREATS FOR THE ASSOCIATION?

APPENDIX 3:
INTERVIEW SCHEDULE - IPM/DGFP MEMBERS

I   PERSONAL BACKGROUND

1.   EDUCATIONAL BACKGROUND
2.   JOB, POSITION, EXPERIENCE, CAREER

II   PERCEPTION OF MEMBERSHIP

1.   WHEN DID YOU JOIN THE IPM?
2.   WHAT OR WHO MADE YOU JOIN? MOTIVES?
3.   (IPM) WHICH ENTRY ROUTE DID YOU TAKE?
4.   (IPM) WHAT DO YOU THINK ABOUT THE PROFESSIONAL
      EDUCATION SCHEME?
5.   (IPM) COULD YOU GIVE TWO STRENGTHS AND TWO
      WEAKNESSES OF THE SCHEME?
6.   (IPM) WHAT MEMBERSHIP GRADE DO YOU HAVE? DID YOU
      UPGRADE YOUR MEMBERSHIP? WHY?
7.   (IPM) WHAT DO YOU SEE AS ADVANTAGE OF UPGRADING THE
      MEMBERSHIP? WHAT CHANGES WITH DIFFERENT MEMBERSHIP-
      GRADES?

III   PERCEPTION OF SERVICES

1.   WHAT IS THE MOST IMPORTANT SERVICE FOR YOU? WHY?
2.   WHAT SORT OF ACTIVITIES ARE YOU INVOLVED IN?
3.   DID YOUR INTEREST IN SERVICES CHANGE (INCREASE OR
      DECREASE) WITH YOUR JOB, YOUR POSITION, YOUR
      SUPERIOR, YOUR EMPLOYING ORGANISATION?
4.   ON A SCALE FROM 1 TO 5, WOULD YOU SUGGEST THE
      SERVICES ARE UP TO DATE? (1= VERY, 2= MODERATELY,
      3= SLIGHTLY, 4= NOT UP TO DATE, 5= NOT AT ALL UP TO
      DATE)
5.   ARE THE SERVICES PRACTICE ORIENTATED? DO THE
      SERVICES HELP YOU IN EVERYDAY PRACTICE ?
6.   WHOM WOULD YOU CONTACT IF YOU FACE A CERTAIN
      SITUATION WITH WHICH YOU DO NOT KNOW HOW TO COPE?
7.   WHAT IS YOUR MAIN SOURCE OF INFORMATION ABOUT NEW
      TRENDS, CONCEPTS, PRACTICES OR TECHNIQUES IN
      PERSONNEL MANAGEMENT?

IV   PERCEPTION OF POLICIES AND STRATEGIES

1.   IS THE ASSOCIATION RESPONDING TO MEMBERSHIP NEEDS?
2.   HOW CLOSE IS THE LINK BETWEEN YOU AND THE ASSOCIATION?
3.   DO YOU FEEL THAT YOU COULD HAVE AN INPUT AT THE
      ASSOCIATION'S POLICIES? HAVE YOU EVER BROUGHT
      SUGGESTIONS FORWARD?
4.   STANDARD SETTING: (IPM) DO YOU FEEL COMMITTED TO THE
      CODE OF PRACTICE OF THE IPM?

5. DOES THE ASSOCIATION INFLUENCE YOUR WORK AT ALL?
6. STANDARD MAINTAINING: (IPM) WHAT DO YOU THINK ABOUT CPD?
7. HOW ARE PERSONNEL MATTERS IN YOUR ORGANISATION REPRESENTED ON BOARD LEVEL (STRATEGIC PLANNING)?
8. COMPETITORS FOR THE ORGANISATION?

VI PERCEPTION OF THE MERGER

1. WHAT IS YOUR ATTITUDE TOWARDS THE MERGER?
2. COULD YOU GIVE TWO ADVANTAGES AND TWO DISADVANTAGES THAT YOU SEE COMING UP WITH THE MERGER.
3. WHAT WILL CHANGE FOR YOU PERSONALLY?

VII PERCEPTION OF THE FUTURE - SUMMARY

1. IN GENERAL, WHAT DO YOU THINK ARE THE STRENGTH AND THE WEAKNESSES OF THE ASSOCIATION?
2. WHAT ARE THE THREATS AND OPPORTUNITIES FOR THE ASSOCIATION?

INTERVIEW SCHEDULE - IPM/DGFP MAGAZINE MANAGER

I   GENERAL INFORMATION ABOUT THE JOURNAL

1.   AIMS OF THE JOURNAL
2.   IMPORTANCE OF THE JOURNAL FOR THE ASSOCIATION IN
      TERMS OF INCOME AND IN TERMS OF MEMBERSHIP USAGE?
3.   READERSHIP, READERSHIP SURVEYS? FEED BACK OF
      READERSHIP?
4.   WHAT IS THE MOST INTERESTING PART FOR READERS?
5.   STRENGTHS AND WEAKNESSES OF THE JOURNALS

II   EDITING/PUBLISHING

1.   WHO IS EDITING THE JOURNAL? (CONTRACTED OUT?)
2.   WHO ARE THE EDITORS (JOURNALISTS, PERSONNEL
      PRACTITIONERS?)

III LINKS BETWEEN THE EDITOR AND THE ASSOCIATION

1.   INDEPENDENT DECISION MAKING?
2.   REFLECTING THE POLICIES OF THE ASSOCIATION?
3.   CONTRIBUTIONS OF STAFF IN THE JOURNAL?

IV   SELECTION OF ARTICLES AND CONTRIBUTORS

1.   HOW ARE ARTICLES CHOSEN? (DGfP) HOW ARE THE MAIN
      TOPICS CHOSEN?
2.   WHEN ARE TOPICS FIXED?
3.   HOW ARE CONTRIBUTORS CHOSEN? WHO ARE CONTRIBUTORS?
4.   ARE THE TOPICS FIXED FIRST AND THEN CONTRIBUTORS ARE
      CHOSEN? DO CONTRIBUTORS SEND ARTICLES AND TOPICS ARE
      MADE UP LATER?

V   SETTING UP OF THE INDEX

1.   WHEN IS THE INDEX SET UP?
2.   WHO SETS UP THE INDEX?
3.   HOW ARE INDEX SUBJECT CLASSIFICATIONS (HEADINGS)
      CHOSEN?
4.   WHAT CRITERIA ARE CHOSEN TO MATCH ARTICLES TO THE
      SUBJECT CLASSIFICATIONS?

APPENDIX 5:
OVERVIEW OF INTERVIEWEES

IPM

NO	NATURE OF MEMBERSHIP	JOB, POSITION	ORGANISATION
A		IPM OFFICER	IPM/IPD
B		IPM OFFICER	IPM/IPD
1	CORPORATE MEMBER	PERSONNEL MANAGER	SMALL COMPANY, PART OF A CONGLOMERATE
2	STUDENT MEMBER	PERSONNEL MANAGER	MEDIUM SIZED COMPANY, SECURITY
3	STUDENT MEMBER	PERSONNEL MANAGER	PUBLIC SECTOR, HEALTH AND SECURITY
4	STUDENT MEMBER	PERSONNEL OFFICER	PUBLIC SECTOR, UNIVERSITY
5	FELLOW MEMBER	CONSULTANT, PART TIME LECTURER	SELF EMPLOYED, UNIVERSITY
6	CORPORATE MEMBER	ACADEMIC	UNIVERSITY
7	FELLOW MEMBER	ACADEMIC	UNIVERSITY

DGFP

NO	NATURE OF MEMBERSHIP	JOB, POSITION	ORGANISATION
A		DGfP OFFICER	DGfP
B		DGfP OFFICER	DGfP
1	AFFILIATE MEMBER, BOARD MEMBER	ACADEMIC	UNIVERSITY
2	AFFILIATE MEMBER	ACADEMIC	UNIVERSITY
3	COMPANY MEMBERSHIP	PERSONNEL OFFICER, PERSONNEL OFFICER	MEDIUM SIZED COMPANY, COSMETIC INDUSTRY
4	COMPANY MEMBERSHIP	PERSONNEL MANAGER	MEDIUM SIZED COMPANY, INSURANCE
5	COMPANY MEMBERSHIP	PERSONNEL DIRECTOR	LARGE COMPANY, DISTRIBUTIVE TRADE (WHOLESALE)
6	COMPANY MEMBERSHIP	PERSONNEL MANAGER	LARGE COMPANY, DISTRIBUTIVE TRADE (RETAILING)
7	COMPANY MEMBERSHIP	PERSONNEL MANAGER	MEDIUM SIZED COMPANY (PART OF A CONGLOMERATE STEEL INDUSTRY
8	COMPANY MEMBERSHIP	PERSONNEL MANAGER	MEDIUM SIZED COMPANY, PAINT INDUSTRY

APPENDIX 6:
IPM STRUCTURE

```
┌──────────────────┐  APPOINT  ┌──────────────┐
│ 45 BRANCHES      │───────────│ COUNCIL      │
│ 9 REGIONS        │           │ 65           │
└──────────────────┘           └──────────────┘
   │N      │N                         │
   │O      │O                 ┌──────────────────┐
   │M      │M                 │ EXECUTIVE        │──────────────┐
   │I      │I                 │ COMMITTEE        │              │
   │N      │N                 │ 17               │              │
   │A      │A                 └──────────────────┘              │
   │T      │T                         │                         │
   │E      │E                         │ 2 DIRECTORS             │
   │       │                          │                         │
   │       └──────────┐      ┌────────┴─────────┐               │
   │            1     │      │                  │               │
   │         DIRECTOR │      │                  │               │
   │      ┌───────┐   │   ┌───────┐       ┌──────────┐          │
   │      │ PMPC  │- -│- >│ PMS   │       │ MSAPE    │          │
   │      └───────┘   │   └───────┘       └──────────┘          │
   │                                                            │
┌──────────────┐                                                │
│ REGISTER OF  │                                                │
│ SPECIALIST   │                                                │
│ ADVISORS     │                                                │
└──────────────┘                                                │
                        ┌──────────────┐                        │
                        │ DIRECTOR     │────────────────────────┘
                        │ GENERAL      │
                        └──────────────┘
                               │
      ┌──────────┬─────────────┼──────────────┬──────────┐
┌──────────────┐┌──────────────┐┌──────────────┐┌──────────┐
│ PROFESSIONAL ││ EDUCATION/   ││COMMUNICATIONS││ ACCOUNTS │
│ POLICY       ││ MEMBERSHIP   ││              ││          │
└──────────────┘└──────────────┘└──────────────┘└──────────┘
          │            │               │
   ┌──────────────┐┌──────────────┐┌──────────────┐
   │ COMMERCIAL   ││ INSTITUTE    ││ PERSONNEL &  │
   │              ││ SECRETARY    ││ TRAINING     │
   └──────────────┘└──────────────┘└──────────────┘
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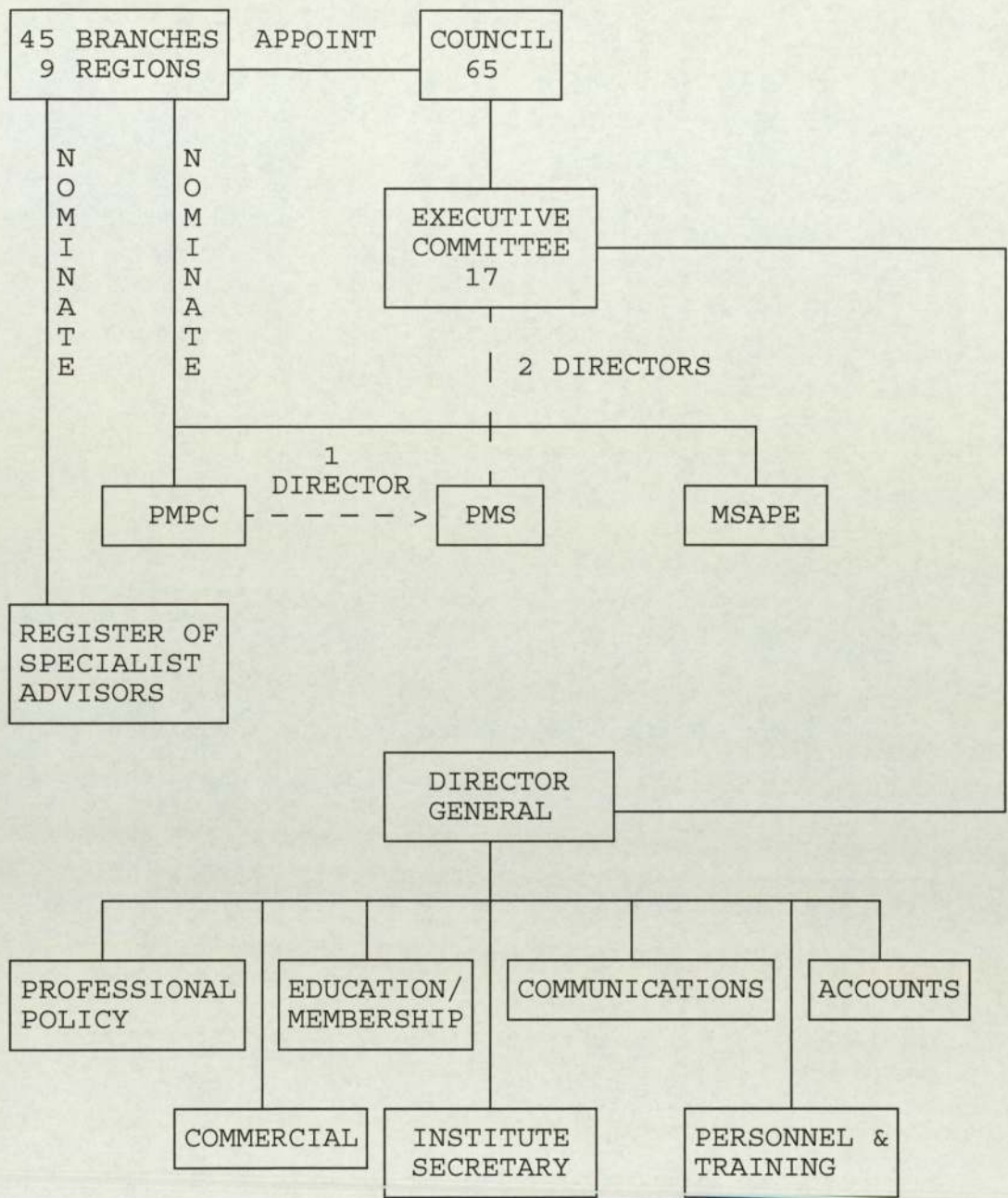
PMPC = PERSONNEL MANAGEMENT POLICY COMMITTEE
PMS   = IPM PERSONNEL MANAGEMENT SERVICE Ltd
MSAPE = MEMBERSHIP, STANDARDS & PROFESSIONAL EDUCATION

EXECUTIVE COMMITTEE: PRESIDENT & 9 REGIONAL REPS & DIRECTOR
GENERAL & CHAIRS OF PMS, PMPC, MSAPE, HONOURARY TREASURER,
IPP, PE

APPENDIX 7:
DGFP STRUCTURE

```
+-----------------------------------------+
|  BOARD                                  |
| - - - - - - - - - - - - - - - - - - - - |
|  15 BOARD MEMBERS,                      |
|  (14 PERSONNEL DIRECTORS,               |
|  1 ACADEMIC)                            |
+-----------------------------------------+
                    |
          +-------------------+
          |  DIRECTOR         |
          |  GENERAL          |
          +-------------------+
                    |
+-------------+-------------+----------+----------------+------------+
|             |             |          |                |            |
+-------------+ +-----------+ +--------+ +--------------+ +----------+
| MEMBERSHIP  | | NETWORKING| | ACADEMY| | PERSONNEL &  | | TRAINEES |
+-------------+ +-----------+ +--------+ | FINANCE      | +----------+
|             |             |           +--------------+
+-------------+ +-----------+            +--------------+
| INFORMATION,| |INTERNATIONAL|          | ACCOUNTS,    |
| DOCUMENTATION| |AFFAIRS    |           | MARKETING    |
+-------------+ +-----------+            +--------------+

          +---------------------------------------+
          |  REGIONAL SUBSIDIARIES                |
          +-----------+------------+--------------+
          | FRANKFURT | MUENCHEN   | LEIPZIG      |
          +-----------+------------+--------------+
```

155
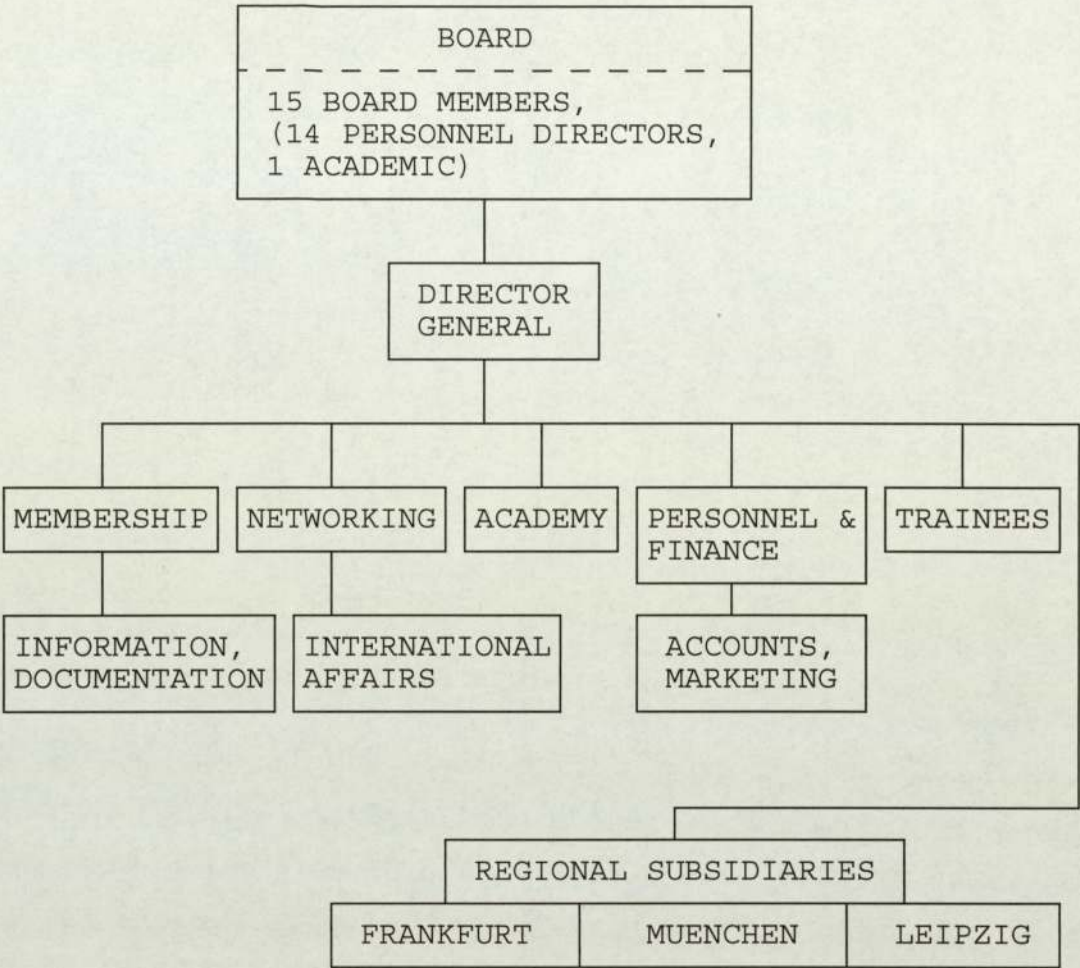
APPENDIX 8
IPM MEMBERSHIP: BREAKDOWN BY JOB TITLES

JOB TITLE	%	NO
PERSONNEL DIRECTOR (TOP EXECUTIVE IN ORGANISATION)	4.12	1,951

SENIOR PERSONNEL EXECUTIVE
    (TOP PERSONNEL EXECUTIVE WITH
    OVERALL RESPONSIBILITY BUT
    WITHOUT BOARDROOM MEMBERSHIP)
	6.72	3,181

PERSONNEL MANAGER
    (PERSONNEL EXECUTIVE, MANAGER
    WITH MANAGERIAL RESPONSIBILITIES
    FOR AN ACTIVITY WITHIN THE
    OVERALL PERSONNEL FUNCTION)
	17.65	8,349

SENIOR PERSONNEL OFFICER
    (SENIOR ROLE, MAY HAVE DEPART-
    MENT SUPERVISORY POSITION BUT
    WITH ONLY NOMINAL MAN MANAGEMENT)
	9.59	4,535

PERSONNEL OFFICER
    (EXPERIENCED OFFICER WITH TWO
    YEARS EXPERIENCE AND FIRST LEVEL
    OF PROFESSIONAL RESPONSIBILITIES)
	14.76	6,980

JUNIOR PERSONNEL OFFICER
    (LESS EXPERIENCED PERSON,
    USUALLY UNDER TWO YEARS IN
    PERSONNEL)
	13.44	6,360

LECTURER, CONSULTANT, RESEARCHER	8.33	3,939
GENERAL MANAGEMENT, ADMINISTRATION	13.83	6,540
NON RETURNS	11.56	5,469
TOTAL	100.00	47,304

JUNE 1993

APPENDIX 9:
IPM STUDENT MEMBERSHIP: BREAKDOWN BY JOB TITLES

JOB TITLE	%	NO
PERSONNEL DIRECTOR (TOP EXECUTIVE IN ORGANISATION)	O.42	67

SENIOR PERSONNEL EXECUTIVE
    (TOP PERSONNEL EXECUTIVE WITH
    OVERALL RESPONSIBILITY BUT
    WITHOUT BOARDROOM MEMBERSHIP)
	0.88	140

PERSONNEL MANAGER
    (PERSONNEL EXECUTIVE, MANAGER
    WITH MANAGERIAL RESPONSIBILITIES
    FOR AN ACTIVITY WITHIN THE
    OVERALL PERSONNEL FUNCTION)
	6.81	1,086

SENIOR PERSONNEL OFFICER
    (SENIOR ROLE, MAY HAVE DEPART-
    MENT SUPERVISORY POSITION BUT
    WITH ONLY NOMINAL MAN MANAGEMENT)
	5.65	906

PERSONNEL OFFICER
    (EXPERIENCED OFFICER WITH TWO
    YEARS EXPERIENCE AND FIRST LEVEL
    OF PROFESSIONAL RESPONSIBILITIES)
	17.72	2,842

JUNIOR PERSONNEL OFFICER
    (LESS EXPERIENCED PERSON,
    USUALLY UNDER TWO YEARS IN
    PERSONNEL)
	24.95	4,001

LECTURER, CONSULTANT, RESEARCHER	3.52	564
GENERAL MANAGEMENT, ADMINISTRATION	23.91	3,766
NON-RETURNS	16.19	2,664
TOTAL	100.00	16,036

JUNE 1993

APPENDIX 10:
IPM/DGFP MEMBERSHIP: BREAKDOWN BY COMPANY SIZE

COMPANY SIZE (NUMBER OF EMPLOYEES)	IPM - MEMBERS*		DGFP - MEMBERS**	
	%	NO	%	NO
1 - 500	35.4	16,746	34.6	422
501 - 1000	12.9	6,102	19.5	238
1001 - 5000	21.6	10,218	26.3	321
5000 - 10000	6.7	3,169	5.6	69
OVER 10000	12.1	5,724	5.2	64
NON RETURNS	11.3	5,345	8.8	107
TOTAL	100.00	47,304	100.00	1,221

*   JUNE 1993, INCLUDING FULL MEMBERS, STUDENT MEMBERS
     AND AFFILIATES

**   1994, INCLUDING ONLY FULL MEMBERS (COMPANIES) BUT
     NOT AFFILIATES (CONSULTANTS, INDIVIDUAL MEMBERS)

158

APPENDIX 11
IPM/DGFP MEMBERSHIP: BREAKDOWN BY INDUSTRIAL SECTORS

INDUSTRIAL SECTOR	IPM*	DGFP**
MANUFACTURING INDUSTRY	19.81	54.00
SERVICE INDUSTRY	29.67	20.00
TRADE INDUSTRY	10.92	16.00
AGRICULTURE	0.34	-
PUBLIC SECTOR	28.61	-
OTHERS	-	10.00
NON RETURNS	10.65	-
TOTAL	100.00	100.00

*   JUNE 1993

**   1989/1990, BUT ACCORDING TO THE INTERVIEWEE THE DATA
       IS STILL UP TO DATE

159

APPENDIX 12

IPM MEMBERSHIP

MEMBERSHIP GRADES	1992*		1993*		1994*	
	%	NO.	%	NO.	%	NO.
COMPANION	0.5	226	0.4	227	0.4	228
FELLOW	8.4	4,197	8.5	4,416	8.3	4,520
CORPORATE	24.2	12,110	24.6	12,802	25.4	13,826
SUBTOTAL FULL MEMBERS	33.1	16,533	33.5	17,445	34.1	18,574
GRADUATES	21.9	10,923	24.7	12,837	27.4	14,943
SUBTOTAL PROF. QUALIFIED	54.9	27,456	58.3	30,282	61.5	33,517
STUDENT	34.6	17,285	32.1	16,676	30.6	16,699
AFFILIATE	10.5	5,231	9.6	4,991	7.9	4,314
TOTAL	100.0	49,972	100.0	51,949	100.0	54,530

* MEMBERSHIP AS AT
  01.07.1992
  01.07.1993
  01.05.1994

160

DGFP MEMBERSHIP

YEAR	FULL MEMBERS (COMPANIES)*	AFFILIATE MEMBERS (INDIVIDUALS, CONSULTANTS)
1976	443	-
1977	467	-
1978	532	-
1979	552	-
1980	603	-
1981	616	-
1982	636	-
1983	665	-
1984	721	-
1985	798	-
1986	862	-
1987	934	-
1988	955	-
1989	990	92
1990	1,032	**
1991	1,140	**
1992	1,165	226
1993	**	**
1994	1,221	AROUND 250

*   WITHOUT DAUGHTER COMPANIES
** NO DATA