



Department of Management and Marketing

TO WHOM IT MAY CONCERN

I have been closely involved in the analysis of the OPD model which contextualises current thinking on the human resources discipline. After a recent workshop in which I participated the model was reviewed, as the culmination of years of development and refinement. As a result I conclude as follows:

I acknowledge that the global academic community is in the process of re-conceptualising the HR discipline, which has been going on for the last few years. The OPD model, based on the research of Dr. Graham Little, is a solution to the HR questions being raised and is probably of the most logical and thorough intellectual development currently available in the HR field.

Given the current intellectual development which culminated in the OPD model, it is noteworthy that the model has been proven with clients in New Zealand who adopted it, since 2008. It is therefore apparent that the OPD approach also entails practical solutions and is probably 10 years ahead of current thinking in this field.

The overall conclusion I have reached is that this OPD model and system is an idea whose time has come in the challenging times currently facing businesses globally.

A handwritten signature in black ink, appearing to be 'P. S. Nel', written in a cursive style.

Dr. P. S. Nel
Professor of Human Resources Management
Unitec New Zealand
Auckland
E mail: pnel@unitec.ac.nz