

MAY 2009

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ENLIGHTENED LEADERSHIP: Unbundling HCM

[KAREN BEAMAN](#)

The tides are shifting on the age-old question for Human Capital Management (HCM): Enterprise Resource Planning (ERP) Suite versus Best-of-Breed (BOB). The 1980's movement toward a single vendor, single platform ERP system is altering its course toward modern, agile, multi-function, fully integrated systems. This change is being enabled with the growth of Web 2.0 - the method of software and service delivery via the Internet that is now penetrating all aspects of our work and personal lives. In their article "[Unbundling the Corporation](#)" McKinsey consultants John Hagel and Marc Singer contend that "the forces that fractured the computer industry are bearing down on all industries.

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CedarCrestone HR Systems Survey



CedarCrestone is requesting participation in the **CedarCrestone 2009-2010 HR Systems Survey: HR Technologies, Service Delivery Choices, and Metrics Survey, 12th Annual Edition** through **June 22, 2009**. The survey is a comprehensive research effort designed to provide organizations with important data to plan, justify, benchmark, and execute HR technologies and to address key deployment options.

[COMPLETE SURVEY NOW](#)



SHARED SERVICES: Measuring Your Success

[STEVE PARKER](#)

When I speak with Human Resource Shared Services (HRSS) management teams about how they measure their success, I'm always amazed at the similarity in their answers. Almost everyone talks about how they measure the number of transactions processed, or the number of inquiries answered and resolved, or how many open issues remain at the end of the reporting period. I would submit that these metrics, while useful internally within HRSS, really aren't measuring what is truly success for HRSS - how is the client perceiving the value they are receiving?

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Managing Stress in Hard Times: How do you Cope?

[MARC BIRNKAMMER](#)

In this increasingly stressful environment, some feel very challenged when coping with all the change that happens around them. Clients need more time to pay, sales pipelines are shrinking, colleagues are being laid off. Often times our own jobs do not seem as secure as before.

How are you personally affected by these hard times?

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And more importantly, how do you cope with it?

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REGIONAL UPDATES



ASIA PACIFIC: Australian Stimulus Package

[JOHN MACY](#)

Like every country, Australia has announced a stimulus package to revive the economy and avoid a deeper recession. Of course, that comes with a massive amount of debt. The Federal Treasurer has produced a budget aimed at recovering the debt through a series of initiatives that will impact HR and technology solutions. Initiatives include increasing the pension age from 65 to 67, using superannuation (pension) funds for infrastructure projects to avoid borrowing on the open financial market, and taxing employee share ownership schemes in a different way.

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EUROPE: May - the Wedding Season

[CHRISTIAN ADLUNG](#)

Actually, there are two wedding seasons in Europe: the end of December and the full month of May. While the December timeframe is popular for weddings because of the tax benefits that you can gain for the full year, May is a popular month for weddings for the more romantic reasons. While I do not expect any romantic "business weddings" (better known as Mergers, Acquisitions or Joint Ventures), the market in Europe will see quite an increase in M&A activity in the following months.

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PROJECT MANAGEMENT: A Smorgasbord of Resources

[JIM PETTIT](#)

Finding qualified resources to deploy a new SaaS (software-as-a-service) system has never been easier and more cost effective. As with anything, today's economy comes with its share of silver linings, and staffing SaaS system implementations might just fall in that category. For those companies that are taking advantage of the current economic environment by implementing cost-effective, business differentiating SaaS systems, the quality and quantity of available resources has never been greater at any time in our history.

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HR TECHNOLOGY: The Pricing Model Challenge for SaaS

[JOHN MACY](#)

Software as a Service (SaaS) was doing well before the global recession. The new delivery method was redefining the HR software industry and changing the way companies viewed their technology acquisitions and deployment strategies. The business case for renting rather than purchasing technology appealed to just about everyone in the organization. Advances in the way applications were designed and delivered meant new economies of scale could be introduced to make software much cheaper to operate. Initiatives such as multi-tenant architecture meant hardware could be hosted by a third party and infrastructure cost avoidance could be achieved with no security concern or loss of service quality.

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SYSTEMS DEPLOYMENT: Rapid Prototyping

[JIM PETTIT](#)

Life's reality in a Web 2.0 SaaS economy is one of perpetual projects with constant feature functionality enhancements. Understanding business requirements are never static due to business environment changes, new regulatory requirements, and system stakeholders constantly coming and going, we view this as a positive sign. New technologies alter the cost benefit equations and the occasional "if it's not broke, break it" approach to achieve business performance breakthroughs. This results in a constantly moving system capability wish list that makes for "the never ending SaaS system deployment project".

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DATA PRIVACY: Monthly Updates

[DON HARRIS](#)

Three More EU Member States Join BCR Mutual Recognition Club

According to a report by Mark Watts in BNA's *Privacy & Security Law*, the Czech Republic, Slovakia and Malta have formally signed on to the binding corporate rules (BCRs) mutual recognition procedure, under which a set of BCRs approved by the data protection authority (DPA) of one state would be automatically recognized by the DPAs of the other states.

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NORTH AMERICA: Paycheck Fairness Act

[MIKE KENT](#)

Last month, I wrote about the first major piece of employment legislation that President Obama signed: the alluringly alliterative Lilly Ledbetter Fair Pay Act. The second major employment law on its way is the Paycheck Fairness Act (PFA). An earlier version was introduced in 2005 and died in committee. Re-introduced in Congress in early January by then Senator Hilary Clinton and Representative Rosa DeLauro, it passed the House by an even bigger margin than Lilly.

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SPOTLIGHT ON FRANCE: Droit Individuel a la Formation

[MARC BIRNKAMMER](#)

In a context where constant new challenges appear in the workplace and required skillsets evolve perpetually, five years ago this month, the French government passed the Droit Individuel a la Formation (DIF, which translates as Individual Right to Training).



This law, relating to the employee's right to training, defines the employer's obligation to finance training for employees in order for them to keep up-to-date with evolving industrial and technological knowledge. The DIF requires employees to complete 20 hours of training per year cumulative over a maximum period of six years. This quota is handled by the employer whose duty is to inform employees of the training hours they must complete. Employees must then submit their training suggestions for approval. However, these training hours cannot be counted as hours of pay; therefore they must not interfere with the employee's regular work and must be completed outside of the normal work hours.

Even though this law heavily varies depending on industry specific agreements, it applies to all sectors and emphasizes on how perpetual skill development is a shared responsibility between employer and employee.

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