

JUNE 2009

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GLOBAL ARTICLES



ENLIGHTENED LEADERSHIP: Our Semi-Globalized World

[KAREN BEAMAN](#)

Pankaj Ghemawat, global strategist and Harvard professor says too many people are spouting off about the flattening of the world, the death of distance, and the disappearance of differences across countries. He calls such rantings "globaloney" -- the illusion of a borderless, flat world and hence the tendency to overestimate the extent of and process of globalization. Ghemawat maintains that the world is NOT flat: the fact is that most economic activity, including direct investment, tourism, and communication, happens locally, not internationally. Ghemawat considers the world "semi-globalized."

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REGIONAL UPDATES



SYSTEMS DEPLOYMENT: Discover the Core

[JIM PETTIT](#)

In the LIVE phase of the LIVE-THRIVE-DRIVE approach to SaaS (Software-as-a-Service) systems deployment, the focus is on deploying current functionality, critical integrations, and required reports to replace the company's current systems and manual processes. The key objective of the LIVE phase is to set the foundation for the THRIVE and DRIVE phases when the emphasis turns to deploying additional features and functionality where business efficiencies can be recognized that will subsequently enhance business performance.

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LATIN AMERICA: Creativity is Saving Us

[LUIZ HENRIQUE DE OLIVEIRA](#)

In economics, a recession is a general slowdown in economic activity or a contraction of the business cycle over a sustained period of time. During a recession, many macroeconomic indicators vary in similar ways. Gross Domestic Product (GDP), employment, investment spending, capacity utilization, household income, and business profits - aspects used to measure production - all fall during a recession. Employment, investment spending, and business profits are directly related to human resources business functions and supporting technology applications.

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SHARED SERVICES: To Share or Not To Share, That is the Question!

[STEVE PARKER](#)

In our previous articles on HR Shared Services (HRSS) we've discussed areas such as what functions to undertake when setting up a HRSS function, how certain functions fit within shared services, what to consider



EUROPE: Shared Services Model or The Battle of the Shores

[CHRISTIAN ADLUNG](#)

I am often asked by clients and prospects what is the best way to deliver HR services across the Europe, Middle-East and Africa (EMEA) region when employing a shared service center model, either internally or externally. Is an off-shoring or an in-region delivery model better? Let's start with the primary 'customer' of an HR service center: the

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PUBLICATION INFORMATION

Editor-in-Chief:
[Karen Beaman](#)

Managing Editor:
[Laura Childs](#)

Director of Marketing Communications:
[Marc Birnkammer](#)

regarding staffing and how to measure the work performed. So let's assume you have used these suggestions and you have a successful operation up and running. Your clients are relatively happy, the company is seeing value in the services provided, and your staff is in place, happy and performing well according to your metrics.

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employee. The natural expectation of an employee in any given company is that, when changing from a personal, face-to-face HR support model to a service center model, the support will be in the language of the employee.

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HR TECHNOLOGY: Justifying an HCM Investment in a Recession

[JOHN MACY](#)

Technology to support the human resource business practice has always held a low priority in corporate information technology investment portfolios. Human resource information systems (HRIS) or human capital management (HCM) technology suites were not seen as mission critical and played a back-seat role to investments in operational and marketing technology. In the eyes of the executive team, if payroll wasn't bundled up with an HRIS or HCM it would be very hard to win a business case over any investment that promised increased revenue.

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NORTH AMERICA: Employee Free Choice Act

[MIKE KENT](#)

The proposed EFCA is potentially the most disruptive new employment legislation proposed by the new administration. It mandates the most sweeping reforms in labor-management relations since World War II and shifts the balance of power in organizing efforts more radically than any U.S. labor legislation ever. In summary, as proposed, EFCA says that if the union can collect cards from 51% of the eligible members of a proposed bargaining unit, the company must immediately agree to negotiate a contract.

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PROJECT MANAGEMENT: Art and Science of Estimating

[JIM PETTIT](#)

As a SaaS application deployment project manager the most frequently asked and often toughest question to answer is how long will this take? This question is a critical consideration to all internal and external project stakeholders from those setting proper expectations during the sales cycle, framing appropriate change management strategies, and establishing infrastructure support systems to those who are responsible for project deliverables.

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ASIA PACIFIC: New Industrial Legislation in July 2009

[JOHN MACY](#)

On the 1st of July 2009 the new Fair Work Bill 2008 will go into effect. The new legislation replaces the current Workplace Relations Act 1996 and fulfils a promise made by the Labor Government during the 2007 election campaign. The Workplace Relations Act was always controversial and issues, such as unfair dismissal, were constantly raised, argued and eventually became an election issue, which many consider was largely responsible for toppling the previous government.

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CHANGE MANAGEMENT: A Comprehensive Model - Stage 1: Discover

[MIKE KENT](#)

In prior columns, I wrote about the need to use a comprehensive model to insure that no essential element is forgotten or overlooked. As I mentioned, depending on the scope of the change and the culture of the organization, some tasks may be affirmatively curtailed or deleted. Each task, however, should be carefully considered before deletion. The failure to use a model is cited in several surveys as a major contributor to change efforts not achieving their full desired results.

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SPOTLIGHT ON THE UK: A New Era for Compensation

[MARC BIRNKAMMER](#)

In an industry plagued by "absolutely no signs of recovery" as British Airways CEO Willie Walsh puts it, the British carrier seeks out creative solutions to cut costs. In an email to all its' employees, British Airways asked them to consider working for free to help save the company. Yes, you read that right: working for free! But as some unionists argue, most employees can't afford to work for free for a full month, as opposed to the company's CEO and CFO, who will be working for free in July. The email obviously doesn't request employees to work for free. So what can they do? The email also suggested an alternative: taking an unpaid leave from one to four weeks... Which will probably be the compromise that most of the volunteering staff will opt for.



ENGAGEMENT: Building



ENGAGEMENT: Building Loyalty in Downturn

[JUDY CANAVAN](#)

There is a saying that when life hands you a lemon, make lemonade. Well this year HR folks are definitely dealing with plenty of lemons: pay freezes, no bonuses, hiring freezes, RIFs (reductions in force), and pay cuts. So how do you turn all these negatives (lemons) into a positive (lemonade) for your company and its employees?

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DATA PRIVACY: Monthly Highlights

[DON HARRIS](#)

On the national scene, the US Supreme Court issued the most significant Fourth Amendment decision in decades, ruling in *Arizona v. Gant* that police may not automatically search a vehicle when arresting an occupant. Data breaches were top stories in May, with the National Archives and Records Administration reporting the loss of an external hard drive with personally identifiable information from the office of President Clinton and an extortionist demanding \$10 million for eight million prescription drug records hacked from a state government website in Virginia.

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DISCUSSION CORNER



How Do You Benefit from Web 2.0 Networking Tools?

[MARC BIRNKAMMER](#)

Words like Twitter, Linked-in and Facebook seem to infiltrate our day to day conversations. If we listen to the social networking gurus, it seems like these virtual tools can boost revenues and get businesses to reach new dimensions. But how true is that in your real life? Do you personally drive revenue from any of these networking sites?

Do you see a strong enhancement of your business? Or do you feel like it is mostly for social and personal relationships?

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