

SEPTEMBER 2009

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[KAREN BEAMAN](#)

ENLIGHTENED LEADERSHIP: Globals Save Money, Transnationals Make Money

I've recently had the pleasure to work with my friend and colleague Lexy Martin from CedarCrestone to investigate how different types of global organizations leverage HR technology to support their business goals. Those of you who are familiar with my work know how I have adopted the Bartlett and Ghoshal typology for classifying global organizations and their level of maturity along the globalization journey. [Read More](#)

New Global HCM Research led by Jeitosa in partnership with IHRIM



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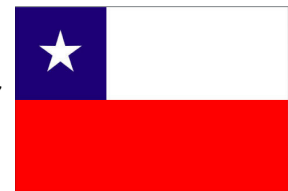
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HR LANDSCAPES: Chile, a Country that Grows with Equality

[FELIPE CARNEIRO](#)

Chile is one of the most developed and well-organized countries in Latin America. The country declared its independence from Spain in 1818, and in 1973 a military coup against President Salvador Allende resulted in 17 years (1973-1990) of military rule under the command of General Augusto Pinochet. With a population of 17 million people, Chile today is a democratic country with Michelle Bachelet as the current president. Chile is divided in 15 regions, with Santiago as the capital, the largest city and the country's political and financial center. Today Chile is considered a developing country and by 2020 is expected to have the same revenue standards as first world countries. [Read More](#)



ASIA PACIFIC: Reporting to Improve Data Exchange

[JOHN MACY](#)

In 2008 the Australian Government launched an initiative to reduce the red tape associated with compliance reporting to government departments. The vehicle they chose to facilitate reporting was the XBRL (eXtensible Business Reporting Language) and formed an SBR (Standard Business Reporting) working group to look at the number and type of reports that businesses were required to submit to government agencies. [Read More](#)

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PROJECT MANAGEMENT: Effective Communication with SaaS Deployment

[JIM PETTIT](#)

Consistent with the distributed nature of the SaaS (Software-as-a-Service) model, the requirement to recruit specialized skills and the desire to minimize deployment costs with tight travel budgets, SaaS deployment projects are good candidates for remote and virtual teams. Social networks have expanded access to global talent and now project managers can secure expertise that may have been previously unavailable. [Read More](#)



HR TECHNOLOGY: SBR and XBRL Compliance

[JOHN MACY](#)

A solution for application integration and the exchange of data between external systems has long eluded the software development community. Information transmitted between recruitment, benefits and payroll components and core systems of record has used many different techniques, none of which were particularly successful. When it came to compliance reporting, companies often resorted to manual processes to ensure the information arrived in the right place, in the right format, and at the right time. [Read More](#)



SHARED SERVICES: Squeezing More Out of Your Shared Services Dollar

[STEVE PARKER](#)

Everyone in today's business environment is well aware of the pressure on our bottom line. Business is looking into every nook and cranny to find ways to cut overhead, lower operating costs, and improve margins. As shared services professionals we owe it to our businesses and to ourselves to review our operations and look for opportunity to improve our financial performance. But where to look? [Read More](#)



NORTH AMERICA: The Swine Flu Is Coming, Ready or Not!

[MIKE KENT](#)

Even though there has been less media coverage lately, the volume is likely to increase as a second wave of the Swine Flu is expected to hit especially hard in North America during the approaching winter months. Some facts you may not know: the World Health Organization has raised the pandemic alert to level 6, the highest level on its scale, meaning there is sufficient and sustained human-to-human transmission. [Read More](#)



EUROPE: Summertime... And the Living Is Easy?!

[CHRISTIAN ADLUNG](#)

Are the words of George Gershwin's famous song really true for the summer in Europe?... Actually, I am not sure. There are lots of lakes in Europe where the fish are jumping and the corn is growing (we don't have a lot of cotton in Europe). It also gets very quiet in the business world. Due to the different holiday schedules across Europe, living is not really easy in terms of availability of people within a corporation. [Read More](#)



SPOTLIGHT ON CHINA: Drama in China

[MARC BIRNKAMMER](#)

The situation for low-level Chinese workers is obviously far from that which workers in the US and other Western countries take for granted. Among the biggest differences in China:

- Wages often simply remain unpaid for weeks and months;
- Security conditions are virtually non-existent, even in high-risk jobs like mining;
- Normal work hours regularly exceed 12 per day; and,
- In cold regions, famous for their ski resorts, companies routinely cut heating to reduce costs.



SYSTEMS DEPLOYMENT: Define the Solution

[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, needed integrations, and required reports to replace current systems and manual processes to meet critical business needs. The key objective 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 and subsequently enhance business performance. [Read More](#)



CHANGE MANAGEMENT: A Comprehensive Model - Stage 2: Develop

[MIKE KENT](#)

Last edition, we started to look at the Jeitosa Comprehensive Change (CCM) model in some detail. I wrote about the steps in Stage 1 and what they entail. This month, we'll look at the second stage of the model. Stage 2 is the Develop Stage. Like the other stages, it consists of four steps and each step contains several actions. In this stage, we develop the information, tools and plans needed to implement a comprehensive, effective change management plan. [Read More](#)

One would think that employees working for US\$29 a month are economical to retain under almost any circumstances, but everything is relative. So when Chen Guojun, General Manager of the Tonghua Iron and Steel Plant in the northern Jilin province (with an annual salary of US\$440,000) came to announce a massive job cut program, despite previous massive subsidies from the government, workers became outraged. Regular working men, desperate over their inability to provide for their families, shouted out in anger, became violent, and ultimately attacked and killed the executive delivering the bad news.



DATA PRIVACY: Summer Highlights

[DON HARRIS](#)

Commissioner Finds Facebook Violates Canadian Privacy Law

Following an in-depth investigation of the practices of Facebook in response to a complaint filed by the Canadian Internet Policy and Public Interest Clinic (CIPPIC), Jennifer Stoddart, the Privacy Commissioner of Canada, issued her long-anticipated findings in a detailed 100-page report. [Read More](#)

A shocking story which, besides raising questions about the legitimacy of violent action to protest labor exploitation, clearly shows that the world's largest economy still has a very long way to go in terms of legitimizing worker rights.

DISCUSSION CORNER



Are You Preparing for the Recovery?

[MARC BIRNKAMMER](#)

Yes, there are some signs of economic recovery out there. Despite the stabilization of the Euro at a price of roughly US\$1.40, France recently reported a 0.1% GDP growth, and Germany's exports rose by 7%. The recovery is obviously not widespread around the world yet, but it still feels good to finally hear encouraging news after months of alarming reports.

How is your HR department reacting to this? Are you helping to prepare your organization for the recovery? [Vote Now](#)

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