

## OCTOBER 2009

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### GLOBAL ARTICLES



#### ENLIGHTENED LEADERSHIP: The Global Payroll Conundrum

[KAREN BEAMAN](#)

I am often asked about solutions for global payroll and of course there's no easy answer -- no silver bullet -- as Christian Adlung my colleague in Europe wrote about in the [March issue of Jeitosa's HRInsights](#). What most companies mean by "global payroll" is the ability to handle payroll processing "in countries other than their home country." The platform is not as important to most as assurance that the payroll is on-time, accurate, and locally compliant (e.g., taxes, legislation, reporting). [Read More](#)



#### COMPENSATION: Will "Non-Guaranteed" Merit Increases Become Normal?

[JUDY CANAVAN](#)

Those were the days. Not too long ago, it was a foregone conclusion that every year a salary bump was not only anticipated but expected. Do I hear Archie and Edith Bunker tinkling the ivories? Have we said good-bye to those days? And if yes, is the departure a permanent one, or a temporary state of affairs as a result of the economic downturn? According to all reports, both merit increase budgets and annual bonus funding are down in 2009. The projected merit increases that companies had planned for 2009 were reduced sharply. [Read More](#)



#### HR TECHNOLOGY: Achieving Results Without Risk

[JOHN MACY](#)

Every modern city is building a tunnel or an overpass or some wide expressway to get traffic

### REGIONAL UPDATES



#### HR LANDSCAPES: Singapore - Mature Workforce ADVANTAGE!

[FELIPE CARNEIRO](#)

A small island city-state in the southeast of Asia, Singapore is considered one of the world's top business locations. Having declared its independency from Britain in 1963, Singapore has built a modern economy focused on industry, education and urban planning, and today it is the fifth country in the world in terms of GDP (gross domestic product) per capita. [Read More](#)



#### ASIA PACIFIC: Post Recession - What Recession?

[JOHN MACY](#)

Only a couple of months ago all the talk in business circles was about a recession and whether the Asia Pacific region along with the rest of the world were going to plummet into economic turmoil. The China driven mineral resource boom had slowed down and everyone was expecting a prolonged recession and maybe even a depression. In Australia, many of the workers who had travelled west to make their fortune in the minefields of West Australia were returning home with limited prospects of finding employment. Things were looking pretty grim. [Read More](#)



#### LATIN AMERICA: IT Adoption Falls

[LUIZ HENRIQUE DE OLIVEIRA](#)

The Information Technology (IT) adoption index for Latin America fell by 1.9% year-over-year in 2009, according to the Information Society Indicator (ISI). The ISI study measures IT adoption on a quarterly basis in the region, providing detailed information on Chile, Argentina, Colombia, Brazil, Mexico and Peru. The index measures internet, computer and television usage (ICT). [Read More](#)

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flowing faster. Unfortunately, increased speed often contributes to the motorists arriving at the traffic jam quicker than before. Where once traffic moved very slowly five miles from the city, they now go quickly to two miles out and then come to a grinding halt. It is often the same with software implementations. [Read More](#)



### SHARED SERVICES: Centers of Excellence within Shared Services

[STEVE PARKER](#)

Most generally agree that a natural function for shared services is the processing of repetitive, transaction-oriented work. This type of work, generally lends itself to consolidation and standardization and thus can become scalable within shared services which usually lowers cost. Research shows us that the majority of early adopters of shared services initially built their operations around the requirements of such transaction processing types of work. [Read More](#)



### HCM HIGHLIGHTS: Online Reference Checking - Identifying True Performance

[SANDEE PIERCE](#)

In the past, hiring new employees required time consuming efforts to solicit and process feedback from candidate references. The effort usually generated a limited amount of information that was truly useful for analyzing a candidate's real value. Besides interview results, this left employers with little more than resumes of skills and experiences on which to base their hiring decisions. [Read More](#)



### SYSTEMS DEPLOYMENT: Develop and Validate the Solution

[JIM PETTIT](#)

The *LIVE* phase of the *LIVE-THRIVE-DRIVE* approach to SaaS systems deployment focuses on meeting current functionality, integrations, and report requirements while replacing current systems and manual processes used to meet these business needs. This sets the foundation for the *THRIVE* and *DRIVE* phases when the emphasis turns to deploying additional features and

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### NORTH AMERICA: U.S. National Health Care Debate

[MIKE KENT](#)

As the debate rages on, in increasingly partisan and increasingly strident terms, it is meaningful and timely to take a look at the main issues of the debate. Some background: Virtually every president since Theodore Roosevelt has proposed some form of national health care. It's important to remember that, depending on the model, universal or national healthcare does not necessarily mean government-run or even government-financed health care. [Read More](#)



### EUROPE: How to Harmonize Your Payroll-Vendor-Landscape Across Europe?

[CHRISTIAN ADLUNG](#)

In the March issue of our HRinsights, we asked the question "[Global Payroll, Dream or Reality?](#)" Even if there is not a real Global Payroll System available, there are a small number of Payroll vendors, who provide a consolidated view to International Payroll data. The main model in that area is to provide a data warehouse for Payroll data and link it to local Payroll gross-to-net provider. [Read More](#)



### SPOTLIGHT ON : Malaysia and the Ministry of HR

[MARC BIRNKAMMER](#)

Malaysia, even though not considered one of the South Asian "tigers" (Taiwan, Singapore, South Korea and Hong Kong), has a pretty dynamic economy. It is largely supported by numerous American and European businesses active especially in and around the capital, Kuala Lumpur. As you analyze it further, it is very interesting to observe how this dynamic economy is propelled by different forces. The large foreign firms generate a lot of economic effervescence, inspiring smaller local firms to emulate them.

functionality where business efficiencies can be recognized and ultimately enhance business performance. [Read More](#)



## **CHANGE MANAGEMENT: A Comprehensive Model - Stage 3: Detect**

[MIKE KENT](#)

In prior issues, we looked at Stages 1 and 2 of the Jeitosa Comprehensive Change Model (CCM) in some detail. This month, we'll look at the third and final stage of the model. Stage 3 is the Detect Stage as depicted below. Like the other stages, it consists of four steps and each step contains several actions. In this stage, we measure progress and accomplishments, evaluate the impact and results, tweak the process based on what has been learned so far and celebrate our successes. [Read More](#)



## **DATA PRIVACY: October Highlights**

[DON HARRIS](#)

### **FTC Takes Enforcement Action over Safe Harbor**

The Federal Trade Commission secured a temporary injunction against a California-based company, Balls of Kryptonite, for deceptively making a claim that it was a participant in the US/EU Safe Harbor Program. According to the FTC, the company copied Amazon.com's privacy policy and posted it on its own website. While the FTC is known to investigate potential breaches of Safe Harbor commitments, this is the first time in the nine-year history of the program that such investigations have led to a public enforcement action. The case, which involved other issues as well, will be heard in federal court unless a settlement is reached. [Read More](#)



Multinationals also lead the way in terms of HR best practices while local companies mostly tend not to be aware of the strategic impact of HR. They seem to still operate in a personnel administration mode (Rowley and Abdul-Rahman, Management Revue, 2007) rather than as an HR function as we know it in the U.S. As foreign companies introduced best practices around talent management, succession planning, skill development and other HRM related fields, however, the ball slowly started to get rolling. Now the government has even transformed what used to be the Ministry of Labour and Manpower into the Ministry of Human Resources. It may sound strange to our ears but that's what it is! The Ministry of HR. At its head is Dr. S. Subramaniam, who has 10 stated goals which revolve around "developing the nation's human resources." It seems like this could itself be inspirational for our politicians. If you'd like to read more about HR in Malaysia, please access the above-mentioned paper by [clicking here](#).

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