

## NOVEMBER 2009

### CONTENTS

#### GLOBAL ARTICLES

[Change Management](#)

[Data Privacy](#)

[Enlightened Leadership](#)

[HR Technology](#)

[Shared Services](#)

#### REGIONAL UPDATES

[Asia Pacific](#)

[Europe](#)

[North America](#)

[HR Landscapes](#)

#### JEITOSA LINKS

[Latest JeitoCast](#)

[Latest Jeitosa Blog](#)

[Latest Jeitosa News](#)

[Upcoming Events](#)

#### INTERESTING LINKS

[HRGuru](#)

[ADP HR Lexicon](#)

[Business Culture Guides](#)

[Forum for HR Knowledge Sharing in Europe](#)

[Forum For Idea Exchange](#)

[HR Breakfast Club](#)

[HR Executive Magazine](#)

[HR Leadership Forum](#)

### GLOBAL ARTICLES



#### LEADERSHIP: Leading Practices in HR

[KAREN BEAMAN](#)

"Best practices" is an expression we hear regularly in the press, presentations, brochures, and white papers by vendors, consultants, and analysts who want to "sell" the world their point of view. But what is "best" in one person's opinion may not necessarily be the "best" for everyone based on each organization's unique history, culture, industry, vision, leadership, strategy, and business goals. Hence, it is more appropriate to talk about "leading practices".-- that is, widely recognized business practices that, when implemented correctly, bring enhanced business value to the organization. The first place to begin in evaluating leading practices is to have a global HR business model in order to organize and evaluate the options. [Read More](#)



#### SHARED SERVICES: Employee Management Part 1

[STEVE PARKER](#)

A problem that often plagues shared services functions is the high rate of employee turnover. Comparative studies have found that retention rates are lower in many shared services groups when compared to other business units, even within the same organization. Why is that? I think we can all agree on two typical causes for employee retention problems; stress and endless repetition. In this article we will focus on stress and what we may be able to do to minimize its impact on our employees. [Read More](#)



#### CHANGE MANAGEMENT: Permanent White Water

[MIKE KENT](#)

There's a term I like to use in discussions over the years with staff, colleagues and clients about change in work and in life: Permanent White Water. Although it took on a different connotation during the investigation of the Clintons' real estate dealings, both before and since that episode, it resonated with audiences of all types who were trying to deal with the realities of business and life today. [Read More](#)



#### HR TECHNOLOGY: Cloud-Based Ecosystems

[JOHN MACY](#)

In a room full of technology visionaries you would not get much of an argument if you stated that ERP vendors have given up trying to be the best in every HR functional area, software integration was the focus of most R&D budgets, that Software-as-a-Service was the most popular delivery platform, that cloud computing as a development platform was becoming the preferred option, and mashups or composite applications are the best way to extend a business application. [Read More](#)

### REGIONAL UPDATES



#### HR LANDSCAPES: South Africa

[FELIPE CARNEIRO](#)

Located at the southern tip of the African continent, The Republic of South Africa shows one of the world's most diverse cultures, with many different languages, ethnicities and religious beliefs. The country accomplished a major achievement with the 1994 democratic elections, when it rejoined the Commonwealth of Nations. [Read More](#)



#### ASIA PACIFIC: Skilled Worker Shortage - Again?

[JOHN MACY](#)

Not so long ago talent management was the big ticket item: The business community understood the importance of attracting and retaining the best workforce possible. Competition for the most skilled people was intense. Companies sought a competitive edge through offering attractive salary packages and benefits and software vendors quickly developed sophisticated talent management, recruitment and on-boarding software solutions. Then along came the threat of recession. [Read More](#)



#### EUROPE: Works Councils... Some Useful Considerations

[CHRISTIAN ADLUNG](#)

Works Councils in Europe are a very powerful part of organizations. The primary duty of the Works Council is to protect the employees and their working rights within the company. In most European countries, it is not the employers who choose to implement a Works Council, but rather the employees. If employees want to have a Works Council, it must be allowed and supported by the employer. [Read More](#)



#### NORTH AMERICA: The Individual Value Proposition

[MIKE KENT](#)

Recently, I've seen several reports about the growing number of free-lancers, contingent workers, and independent contractors. Some reports have the current portion in the U.S. at 30% and growing. One report says that, in the U.S. the proportion will reach as high as 60% by 2012. For me, this raises the interesting question of how these workers will be treated and compensated. In my experience, it's an issue that many companies have not yet thought seriously about, let alone started to face. [Read More](#)

[Travel Resources](#)

[Workforce Management](#)

---

**PUBLICATION INFORMATION**

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

Managing Editor:  
[Laura Childs](#)

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

---



**DATA PRIVACY: November Highlights**

[DON HARRIS](#)

**The International Scene**

FTC took its second public Safe Harbor enforcement action in as many months, taking on six companies that let their certifications lapse (corporate officers, take note). The European Commission announced key issues in its 2010 review of the Directive and also stepped up pressure on the UK government over online behavioral targeting by Phorm. [Read More](#)



**SPOTLIGHT ON DENMARK: Working Parents? Listen Up!**

[MARC BIRNKAMMER](#)

In a country with few natural resources to exploit, Denmark's economy relies highly on its human resources. An incredibly low unemployment rate -- 1.90% as of November 2009 (Source Index Mundi ) -- encourages companies to place a high emphasis on employee retention and prevention of absenteeism. One of the numerous efforts to improve employee retention relates to creating work-life balance for working parents. 43% of all companies surveyed in 2008 by the Social Research Institute (for their Annual report on "Social Responsibility of Danish Enterprises") claim that they have specific policies designed to retain working parents in the company. Some of these policies provide for parental leave in the case of illness of the children. The report states that 87% of all public and private companies support the right of parents to be absent from work on the first day of a child's illness.

Yet of greater impact on work-life balance in Denmark relates to paid maternity/paternity leave. Danish mothers are allowed to take 14 weeks of paid maternity leave. While this may sound like a lot, it is actually just above average when considered from a global perspective. With regard to paternity leave, according to the same report, fathers in Denmark are entitled to considerably more leave than what is common around the world. The average time for paternity leave in Denmark is eight weeks: two months of paid time off to take care of your newborn. Many would consider that a pretty lucrative retention strategy!



**DISCUSSION: Should New Fathers Benefit From a Paid Paternity Leave?**

[MARC BIRNKAMMER](#)

The US is among the only country -- if not the only one -- where there is no legal framework for paid parental leaves for the birth of a child. While most people agree that mothers should have some sort of paid maternity leave, do you believe that fathers should have some sort of paid paternity leave? [Vote Now](#)

To subscribe or unsubscribe from this newsletter, send an email to [newsletter@jeitosa.com](mailto:newsletter@jeitosa.com) with SUBSCRIBE or UNSUBSCRIBE in the subject line.  
Copyright 2009 [Jeitosa Group International](#). All Rights Reserved.