

Happy Holidays! Joyeuses Fêtes! FELICES FIESTAS! Jie Ri Yu Kuai! Frohe Feiertage! Boas Festas!



HR TECHNOLOGY: What to Expect in 2010 for HCM

by [John Macy](#)

Although the practice of SaaS (Software-as-a-Service) has been around for ten years or more, it has only dominated the HCM (Human Capital Management) scene for the last three years. Customer management software applications were the early adopters and, as they matured into integrated business solutions incorporating everything that was new, HCM had the benefit of learning from their experiences. Now the HCM SaaS delivery model has come of age and, as we approach 2010, we look with interest to see where the industry will go from here. The experts all agree that there will be continued growth for SaaS providers but, from a technology viewpoint, will it be more of the same or is there something new on the HCM horizon?... [MORE](#)



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ENLIGHTENED LEADERSHIP: Going Global in 2009 / 2010

by [Karen Beaman](#)

We have just completed the preliminary analysis of our second annual Going Global Readiness Survey. Over 100 global organizations responded to the survey with companies ranging from 500 employees to over 200,000 employees and covering a broad range of industries. Three-quarters of the organizations are North American multinationals and 14% are based in Europe, Middle East and Africa... [MORE](#)



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by [Steve Parker](#)

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**NORTH AMERICA:**

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For our Canadian clients and US-based clients with operations in Canada, here is a summary of some recent legal issues and cases in Canada. They're probably... [MORE](#)

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by [Jim Candler](#)

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Everyone has been talking about succession planning lately. Pre-recession, it was the fear of baby boomers walking out the door and flocking to Florida for a warm... [MORE](#)

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SPOTLIGHT ON: TURKEY

Tough Times for Disabled Workers

by [Marc Birkammer](#)

The Republic of Turkey has a disability rate among work-age adults of more than 10% (similar to that of the U.S.). In 2005, the government of Prime Minister Recep Tayyip Erdogan passed a disability act with the objective of raising the number of disabled people in the workplace. The law is similar to a number of laws passed in Western European countries. Specifically, in Turkey, for private companies with more than 50 employees, at least three percent of their workforces must be disabled. Otherwise, the company must pay a fine of 1,519 Turkish Lira (approximately US\$1,000) per month for each unfilled disabled worker position under the quota. This money is directed to a fund that provides vocational and skills training for disabled workers.

As [Sunday's Kaman](#) e-paper reported recently, however, most companies remain reluctant to hire disabled workers. While only 11 percent of employers consider disabled workers to be "incapable of performing work," at least half of them believe that disabled people lack the necessary skills and productivity levels to do their jobs effectively. It appears that many people are unaware that many disabled workers have actually developed skills that surpass those of fully-abled workers. For example, blind workers tend to develop better senses of taste and smell which make them better qualified for jobs as food or wine tasters or as perfume testers. Even more pertinent is the fact that that most disabilities have little or nothing to do with the skills a worker needs to do his or her job. For example, a mobility disablement is irrelevant for an individual who has a desk or computer job. Still, as Professor Fikret Adaman from Bo gaziçi University says, there is a "general exclusionist structure in Turkey, and a need for long term and comprehensive projects to resolve this."

Some sites such as [engelsizkariyer.com](#) have been created to address this issue. They facilitate the employment of disabled people and strive to educate others about this under-utilized potential. The U.S. has passed the [Americans with Disabilities Act \(ADA\)](#), which prohibits discrimination against disabled workers. A source for more information about the world of disabled worker employment in the U.S. can be found at <http://www.disability.gov/employment>.

DISCUSSION CORNER: Affirmative Action Towards Disabled Workers

Do you think your country should have a law similar to this one in Turkey or to others in Western Europe? [VOTE](#)

RESULTS FROM NOVEMBER'S POLL:

Should new fathers benefit from a paternity leave?

Only 25% of respondents stated that fathers should have leave equal to maternity leave. However, roughly two-thirds suggested that fathers should have some sort of leave. Interestingly, no one suggested that paternity leave is not necessary.