



TALENT TIMES: "Comin' Around Again"

by [Mike Kent](#)

Like so many things in business (and in life), everything old is new again. Talent Management (TM) has gotten really hot (again). Organizations have come to realize that in difficult economies and markets good talent management is not only essential, but may be the only differentiating factor that cannot really be copied or replicated. How a company regards and treats its human assets, in fact, uniquely determines how talent is attracted, developed, motivated and retained in ways that are necessarily different, as a whole, from how it is done in every other organization. This "management" is determined jointly by a large constellation of factors, collectively designated as the employment culture. The employment culture includes factors such as regulations, policies, programs, practices, attitudes, behaviors, rewards, consequences and norms.... [MORE](#)



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The beginning of a new year is always a time to look back and reflect on what we accomplished (or didn't!) last year and look forward to what will be different (we hope!) in the coming year. So here are three things that I think have changed for HR and HR systems during this rough, recessionary year -- the worse economic year for business since the Great Depression... [MORE](#)



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by [John Macy](#)

As the first decade of the 21st century closes, it could be interesting to take a look at what may be in store for the next decade. We can even make up some names for likely technology innovations or trends. If we have not done anything sensational in the last ten years, we have at least become experts at making up names for technology and packaging

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SPOTLIGHT ON: FRANCE

Career Development: A Shared Responsibility

by [Marc Birnkammer](#)

Last month we had an interesting series of meetings with the *HR Breakfast Club* about the responsibility for developing our own skills throughout our careers. We asked ourselves to what extent is it the employer's responsibility to take the lead in developing their workforce or whether it has become the employee's sole responsibility.

Clearly, practices seem to be evolving as employees increasingly work for multiple employers during the span of their careers. What is the incentive for companies to invest in your training when you may not be working for them in six month's time? In this type of environment, it is often hard to see what the employer's role would be in developing an increasingly skilled workforce. Let's look at the example of France where the responsibility is clearly shared.

On one hand, the "droit à la formation" (right to training) law implemented in 2004 clearly makes

DISCUSSION CORNER:
Career Development

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the company responsible for providing the means for employees to develop and update their skills. Without diving into excessive detail about the implementation of this law, its structure is pretty straightforward: for each employee with over one year of seniority, the company must grant the employee the right to 20 hours of paid training per year. If not used, this entitlement accumulates for up to six years or 120 hours. It is HR's legal duty to inform every employee annually and in writing, of his or her accumulated training hours balance.

On the other hand, it is the employee's responsibility to look out for training opportunities and submit training plans to HR or his/her manager for approval. If the employee doesn't take the initiative, it is probably not going to happen.

This is likely the direction that career development will begin to evolve. With this approach, individuals become more personally involved in driving their own careers. Failing to do so will leave no one to blame but the employees themselves.

RESULTS FROM DECEMBER'S POLL: Affirmative Action Towards Disabled Workers

In last month's poll about whether or not the US should have a law to impose a quota of disabled workers on companies like many other countries, poll respondents unanimously stated that they would like to see such a law in place.

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