



Keeping up to date with the latest news on Human Resource issues and developments as well as Association news.

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## Interesting Quotes

“People often say that motivation doesn't last.  
Well, neither does bathing – that's why we  
recommend it daily. ”

**Zig Ziglar**

## 1. Welcome Note from the Editor

As the year is coming to an end, the effects of the Global Crisis continue to affect all the world and Cyprus has not come through unscathed. In the second half of the year, the unemployment rate has shown a steady increase and the economy is already showing a slow-down. The major sectors affected, as expected, were construction and tourism, which once again highlights the risks of over-reliance on just a few sectors to support the economy. Although faring better than most of Europe and the World, some analysts say that the end of the crisis isn't yet in sight – with most predictions quoting early to mid 2010 as the beginning of the new cycle of growth.

Yet, we must not lose heart and must not lose sight of the fact that after every crisis and downturn, an equal or greater upturn will follow. It is in our hands now to sow what we intend to reap, so it is important to take the time to set out the new strategies that can rebuild our companies, industries and economies. Strategic Planning has never been as critical as it is now. The decisions that Management Boards take now for the next year(s) will certainly shape the Who's Who of successful businesses in the next years. It is a time to invest in future growth and as part of that growth, in future talent. The talent shortage remains and will only become a greater challenge, so tackling it will become critical. Now is the time for HR to truly support their organizations in moving forward.

**Eugenia Papadopoulou**

## 2. HR in black & white

### UNEMPLOYMENT

In the last few months the Cyprus unemployment rate has increased rapidly reaching 6.5% (18000 in numbers). Due to the fact that most hotels are closing down during the winter, the unemployment records show that the unemployment rate will not decrease in the near future. Even though, the main occupations that have been negatively influenced by the unemployment are construction and tourism, unemployment has affected all forms of trade, advertising and media.

Economic crises, social consequences and wrong decisions made regarding education are some of the factors that affect the unemployment rate. Statistical studies show that the larger percentage of young unemployed are education and language graduates, fields which will remain saturated over the next years. The chairman of the Employers and Industrialists Federation (OEB) stated that nowadays youth should study based on the demand in order to have prospects of employment after their graduation.

### MEASURES TAKEN BY HRDA

During the last few months the Human Resource Development Authority (HRDA) has developed a Preventive Action Plan in order to decrease the unemployment rate. The Chairman of the HRDA, Niki Mathaiou, believes that the programs have already helped more than 4 000 employees to retain their jobs (which may otherwise have been lost). In addition, 1000 unemployed have attended training programmes which help to prepare them to enter the workforce once more.

The HRDA, in coordination with the Ministry of Labour and Social Insurance, helps organisations or organizations to train their employees, offers subsidies for companies who recruit young graduates and offers training to unemployed in technical skills which are in demand. The HRDA also plans to provide training programmes in high demand areas where there is no qualified workforce in Cyprus

### STEREOTYPES FOR THE TWO SEXES

The European Committee has taken the initiative to develop and run workshops aimed at combating sexual discriminations within the workforce. The discrimination between the sexes, particularly in the workplace, exists even today in the 21st century. The situation is more visible in Cypriot companies

The below facts highlight the problem:

\* Approximately 60% of degree holders are women.

\* 64% of Business Administration graduates are women.

\* 41% of young women between the age 16-24 (as opposed to 35% of men) have advanced skills in the use of computers.

Yet, only

\* 12% of business-people are women

\* 16% of directors of Cypriot organizations are women

\* 2% of managerial positions in Listed Companies are held by women

**Contributed by  
Maria Christoforou and Koulla Kyriacou**

### 3. HR On Screen



#### EASY VIRTUE

The story is set in the roaring twenties where John (Ben Barnes) from an aristocratic English family marries Larita (Jessica Biel), an American race driver, after a whirlwind romance in France. However his mother Veronica (Kristin Scott Thomas) is none too pleased while John's father Jim (colin Firth) finds a

soul mate in Larita. These relationships, including those with John's sisters, make for a very intriguing and entertaining hour and a half, The acting, as could be expected from such a cast is uniformly excellent with perhaps Jessica Biel standing out a little more.

#### HR Message:

Watching this film made me think back to the many cases where managers have jumped to hire someone who seemed to be 'perfect' more from the way the candidate was convincing and 'talking the talk' rather than because of careful analysis of the person and the personality fit with the organizational and team culture. In many cases, as in the case of the movie, the new recruit (the bride), finds it difficult to fit in and the entire team is upturned. Although the individual may be great if taken as an individual, they may not be the right person for the job, team and organization.

In addition, the new recruit didn't know what they would be getting into. How many times has a new recruit found that the job is not what they expected, the culture and environment not what they had assumed. That is when dissatisfaction sets in and discontentment leads to low motivation and poor performance in someone who could otherwise have been a star performer.

That is why good job descriptions and job specifications must be prepared internally for managers to know what they are looking for. This helps focus the manager on the needs and not their 'gut feeling' or 'instinct' which is usually just a 'first impression' with a different name. This should also be shared with prospective candidates so that they know if this is a job they would be happy in. Introducing short-listed candidates to the team and having a walk about the facilities before taking the final decision helps them to get a feel for the culture and the manager has a chance to see the team's reaction, before it is too late.

**Contributed by:  
Eugenia Papadopoulos**

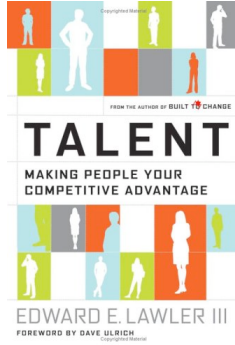
### 5. Bright idea

#### Company Values vs. the Recession

The recession is forcing many leaders to take unpleasant actions like laying off valued employees or cutting back services. But don't let the recession become an excuse for your company to veer from its core values — use it to reinforce what your company stands for. Before laying off employees, explore creative options to preserve jobs. Some companies have asked employees to share jobs or work reduced hours. If you still need to reduce headcount, do it with integrity. Communicate the financials and strategy behind your decision. Support those who have lost their jobs by offering outplacement or relocation services. Treat current and former employees as potential customers and afford them the respect and care they deserve.

**"Don't Let Layoffs Ruin Customer Service" by Jimmy Guterman.**

### 4. Book Review



#### TALENT Making People your Competitive Advantage

Edward E. Lawler III with foreword by Dave Ulrich

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The source of competitive advantage has shifted in many organizations from reliability to innovation and flexibility. But what does it take for an organization that innovates to then manage effectively? In this follow-up to *Built to Change*, Ed Lawler argues that it is a combination of the right structure and the right people. First, organizations must decide what structure they are: are you a high-involvement organization that has products and services that require a high level of coordination and cooperation among employees? Or do you have a more global competitor structure in which you are constantly bringing in new talent and technological expertise? Are you a mixture of both? Lawler outlines the unique human capital strategy for each approach, shows what it looks like in action, and provides the foundation and tools for creating competitive and innovative organizations.

Talent management is the buzz-word in the HR field these days, but what exactly is this about and how can a company ensure that they have the right 'talent management' strategies and structures in place for their organization. The time of 'one-size fits all' and 'follow the leader' in new ideas and strategies has now been proven wrong. An organization first has to know itself, what its goals and ambitions are, what its values and principles are and more importantly, what business it is really in. The 'talent' that one industry needs is very different to that of another industry, even if the job is the same in many cases.

This book helps companies understand who they really are and therefore what talent they really need before guiding them to the how of finding and retaining the right talent for them. By analyzing all possible options of Talent Management and then giving the implications of each, the author truly gives a balanced look at what an organization can do in order to make sure that whatever they do, they are aware of the risks taken and avoided by that decision. This is the first book that allows the HR practitioner or Senior Manager to decipher the intricacies of Talent Management and find the Right Solution for their organization.

As Dave Ulrich rightly put it "Talent offers a definition of what can be, a statement of the gap in getting there and a blueprint for action"

**Contributed by:  
Eugenia Papadopoulos**

## 6. HR Forthcoming Events

### **CYPRUS**

(all the below events are now being scheduled for Nov 2009 to Jul 2010. More details will be announced as soon as possible. Please refer to the CyHRMA website for more information)

#### **Business Breakfast – Law Update (English)**

Presented by : Mr. Michalis Antoniou, OEB

Date: Thursday 3rd December 2009

Place: Hilton, Cyprus

#### **Leonardo da Vinci Exchange programmes (coordinated by the International Relations Committee)**

- Hosting of a delegation from Romania to Cyprus – 21<sup>st</sup> to 28<sup>th</sup> February 2010
- Visit of a delegation from Cyprus to Romania 19<sup>th</sup> to 24<sup>th</sup> April 2010

#### **HR Seminars – in coordination with the CIPD**

(dates and venues to be confirmed)

##### **Organisation Design**

Presented by : Mrs. Rita McGee

##### **Integrating Learning with Business Needs**

Presented by: Mr. Ian Hughes

### **INTERNATIONAL**

#### **CIPD Annual Conference and Exhibition**

17-19 November 2009,

Manchester, UK

[www.cipd.co.uk](http://www.cipd.co.uk)

#### **13<sup>th</sup> World Human Resources Congress (WFPMA)**

27-29 September 2010

Montreal, Canada

<http://www.hr2010.com/>

#### **9<sup>th</sup> European IIRA Congress**

28 June to 1<sup>st</sup> July 2010

University of Copenhagen, Denmark

<http://www.iiraeurope2010.com>

#### **62nd Annual Conference & Exposition SHRM**

June 27 - 30, 2010

San Diego, California, USA

[http://www.shrm.org/conferences/annual/Pages/default.aspx?marquee=conf4\\_091609](http://www.shrm.org/conferences/annual/Pages/default.aspx?marquee=conf4_091609)

## 7. Makes you think!



## 8. EDITORIAL TEAM

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