ΑΝΘΡΩΠΟΣ *και* ΕΡΓΑΣΙΑ

ΤΕΥΧΟΣ 35 [ΜΑΪΟΣ 2012]

Leonardo da Vinci, Italy

ΓΙΑΤΙ ΔΟΥΛΕΥΟΥΜΕ;

ΝΕΑ ΕΠΑΓΓΕΛΜΑΤΑ ΚΑΙ ΕΙΔΙΚΟΤΗΤΕΣ ΣΤΟΝ ΚΥΠΡΙΑΚΟ ΟΡΙΖΟΝΤΑ

The Resilience Advantage

DRIVING REAL CHANGE IN BUSINESS:
2012 Trends

CyHRMA
partnering people and business

ΤΕΥΧΟΣ 35 [ΜΑΪΟΣ 2012]

Η έκδοση και επιμέλεια ύλης
γίνεται από τα εξής μέλη της επιτροπής
εκδόσεων του συνδέσμου:
Ολυμπία Φάντη
Κική Καλλή

ΚΑΤΑ ΝΟΜΟ ΥΠΕΥΘΥΝΗ
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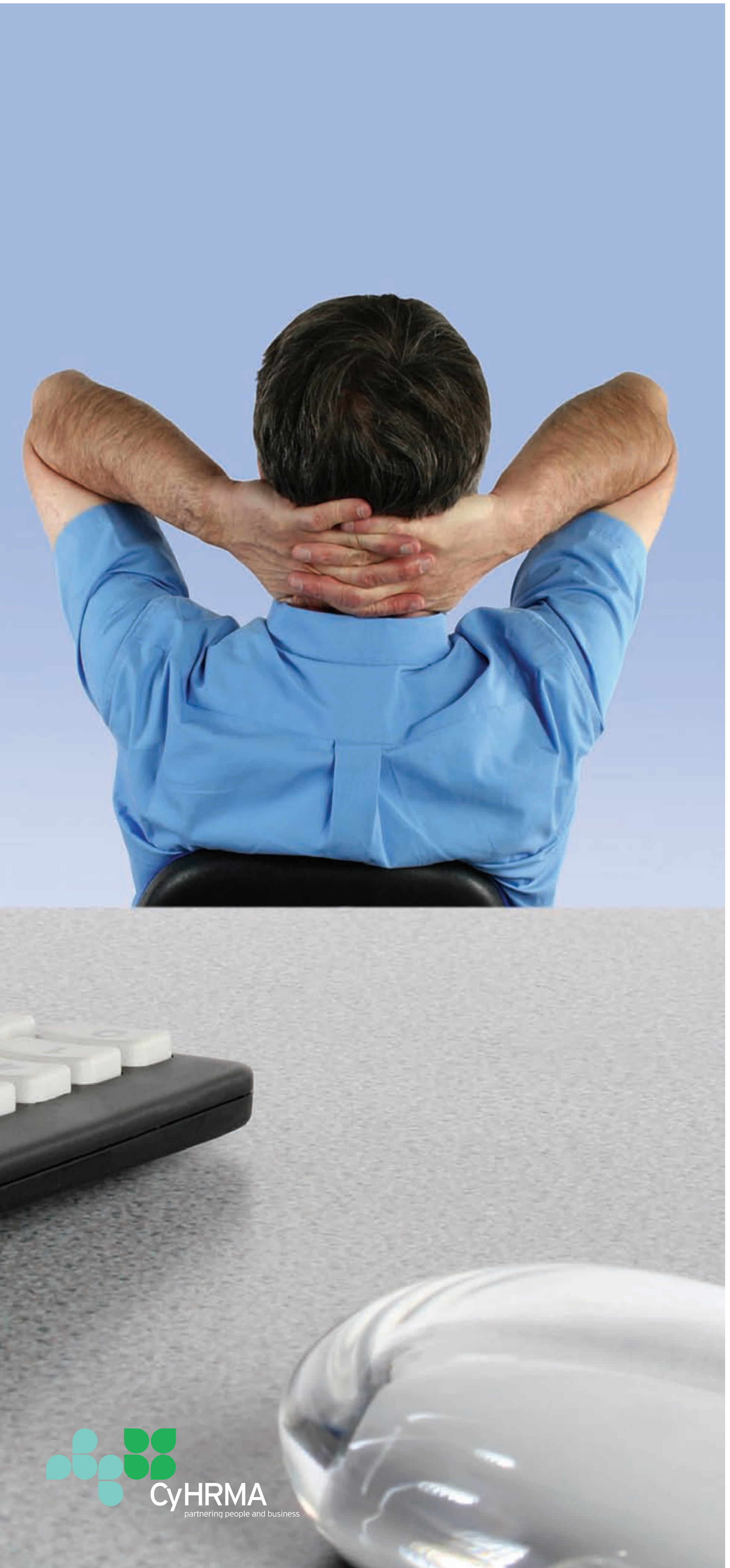
Δόξια Κώστα

ISSN 1450 - 2895



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Από τη Σύνταξη | From the Editor

Αγαπητοί αναγνώστες,

Το 2012 ξεκίνησε πολύ αρνητικά για τον τόπο μας, με την ανεργία στα ύψη και τους ειδικούς να μιλάνε για τη χειρότερη οικονομική κατάσταση της Κύπρου μετά τον πόλεμο του 1974. Σε ένα τέτοιο περιβάλλον απαιτείται, περισσότερο από ποτέ, από όλους εμάς στον τομέα της Διεύθυνσης Ανθρώπινου Δυναμικού, να διατηρούμε θετική στάση και με δημιουργικό αλλά ρεαλιστικό τρόπο να μετατρέπουμε τις προκλήσεις σε ευκαιρίες.

Σ' αυτό το τεύχος του Άνθρωπος & Εργασία έχουμε για σας 2 πολύ ενδιαφέροντα άρθρα από ευρήματα ερευνών ειδικών συμβούλων με χρήσιμες συμβουλές για το πώς μπορούν οι επιχειρήσεις να αντιμετωπίσουν την οικονομική κρίση και να αντεπεξέλθουν. Θα διαβάσετε, εμπνευσμένο από την Αμερικανική πραγματικότητα, το άρθρο "Are Unions Still Relevant" που σίγουρα θα προβληματίσει. Επίσης, πολύ ενδιαφέρον είναι το άρθρο που επεξηγεί τον όρο Εκτίμηση Επικινδυνότητας και το άρθρο που αναλύει τα επαγγέλματα του μέλλοντος στην Κύπρο, 2 άκρως φλέγοντα θέματα. Έχουμε άλλα 3 άρθρα που πραγματεύονται το θέμα εργασία: "Γιατί δουλεύουμε;", "Πώς να κάνετε μια δουλειά πιο ενδιαφέρουσα" και "15 τρόποι για ευτυχία και επιτυχία στην εργασία", άρθρα που κοιτάζουν το μέλλον της κατάρτισης και σωρεία άλλων πολύ ενδιαφέρων άρθρων.

Εκτός από τη στήλη "Interview with HR professionals" που έχει πλέον καθιερωθεί, από αυτό το τεύχος εγκαινιάζουμε τη νέα Αγγλική στήλη Cyprus Employment Law που με ανάλυση περιπτώσεων και επεξήγηση νόμων ή αλλαγών τους σίγουρα ενδιαφέρει όλους τους επαγγελματίες Διεύθυνσης Ανθρώπινου Δυναμικού του τόπου μας.

Δείτε επίσης πώς πέρασαν τα μέλη μας που έλαβαν μέρος στο Ετήσιο Πάρτι του Συνδέσμου και οι συνάδελφοι που συμμετείχαν στην επίσκεψη στο Μιλάνο μέσω του προγράμματος Leonardo da Vinci.

Σας ευχόμαστε καλή ανάγνωση!

Συντάκτριες: Ολυμπία Φάντη, Κική Καλλή

Dear readers,

2012 started very negatively for Cyprus, with unemployment reaching a record high and specialists talking about the worst economic situation that Cyprus has faced since the 1974 war. In such an environment it is required, more than ever, from all of us in Human Resources, to keep a positive stance and with creative but realistic ways turn challenges into opportunities.

In this issue of People and Work we have two very interesting articles on research findings from specialised consultants with useful tips on how businesses can cope and manage the economic crisis. Inspired by the American reality, you will read the article "Are Unions Still Relevant?" that will surely get you thinking. Furthermore, a very interesting article that explains the term Risk Assessment and another one which analyses the jobs of the future in Cyprus, two extremely stimulating topics. Moreover we have 3 other Greek articles discussing the nature of work: "Why work?", "How to do a job more interesting" and "15 ways to success and happiness at work", articles looking at the future of training and a number of other very interesting articles.

Apart from the column "Interview with HR professionals" which is well established in the magazine, from this issue going forward we introduce the new column Cyprus Employment Law, written in English, which with case studies and analysis of Cyprus Employment legislation or changes to the laws will definitely interest all HR professionals in Cyprus.

Additionally, get the chance to read how members who attended the annual party of the Association, enjoyed the evening and how colleagues spent their time in Milan during the Leonardo da Vinci programme visit to Italy.

We wish you a pleasant reading!

Co-Editors: Olympia Fantis, Kiki Kallis

THE LEONARDO EXCHANGE PROGRAM TO MILAN ITALY, 2012.

Every year along with other EU countries, an Exchange program is coordinated between the participating HR Associations for the Leonardo Da Vinci Mobility Program. The aim of the program is to support participants in training and further training activities in the acquisition and the use of knowledge, skills and qualifications to facilitate personal development, employability and participation in the European Labour Market. Additionally it serves to support improvements in quality and innovation in Human Resources and training systems, institutions and practices.

On the 25th of March 2012, a team of HR professionals left Larnaca airport for the Leonardo Da Vinci Mobility program to Milan, Italy. The purpose of the trip was the exchange of information and best practices in HR departments of Italian companies that could be applied to Cypriot organizations.

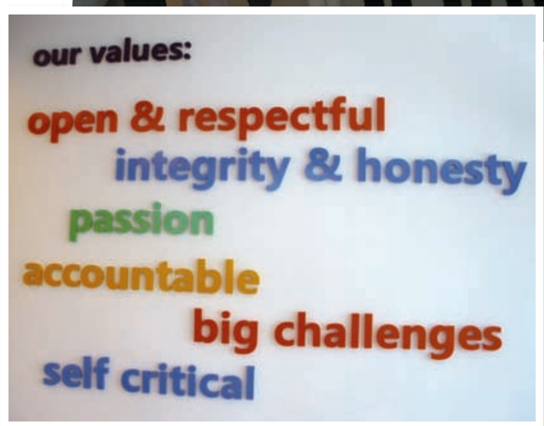
The team was made up of 5 HR professionals – Panagiota Kari, HR Manager of Louis Group of Companies, Thoula Tsiakkou Nicolaidou, HR Manager of Crowe Horwarth, Kyriakos Andreou, HR Manager of Tseriotis Consumer Goods, Elli Matsouka, Assistant Manager of Deloitte Human Capital Services and John Papachristos, Senior Partner of WorkForce Cyprus.

The exchange program had been arranged and coordinated between the Cyprus HR Association and AIDP (Association Italian Personnel Development). 9 meetings had been arranged for the team to visit and participate in discussions regarding HR issues and best practices primarily over lots of espresso – which is known as coffee in Italy. Below is the summary of the companies visited and the ideas that were shared:

MICROSOFT ITALY

International Electronics company with over 800 employees in Italy. The headquarters are based in Milan. Ideas and best practices shared were:

- "New World of Work" – promoting flexibility in the workplace. They don't focus on the "when" and the "where", but more the "what" and "how". No controls over absenteeism.
- The HR department serves as Business Partners to the various departments of the company
- Strong value system – communication of values to all employees, creates a sense of belonging for all.
- The employees have a passion for customers, partners and technology
- Transparency of their reward system – all employees are well aware of their measurable objectives and the reward scheme associated to that.
- Effective learning model: On the job 70%, from others 20% and training 10%
- Each employee has a clear career path and knows of their possible development through compulsory training and selective learning modules.
- The company provides kindergarten facilities for working families



BORSA ITALIANA

It is the privately owned Italian Stock Exchange. In 2007 Borsa Italiana merged with the London Stock Exchange and now operates under the LSE umbrella. The company headcount is at 510 employees in Italy. Ideas and best practices shared were:

- The HR department functions as Business Partners to the various departments of the company
- Corporate social responsibility is assigned to HR
- The HR department focuses on building a strong intranet to promote internal communication and culture awareness
- Focus on project basis/contract basis as to minimize risk of hiring the wrong people due to strict termination law of permanent employees.

SCUOLA DI PALO ALTO

A training and management consulting company established in the 90's. They are the representative office of the International Group "Profile". They are involved in providing training sessions to their clients on various topics and skills such as Presentation skills, Customer Service, Team building, Sales training and Negotiation skills. Learning gained included:

- There is a strong desire from companies for Public Speaking training
- Training in Negotiation skills entails simulated hostage situations
- Team building is done through cooking sessions
- A new trend arising is "Understanding the Female Brain". Something perhaps that ALL males would require (especially before marriage!)
- Perception of core competencies of HR professionals should be: Management capabilities; Solidity; Resilience

RANDSTAD

International HR Solutions company with a strong presence in Italy. They have

over 600 employees with 200 branches nationwide. Ideas and best practices shared were:
• HR operates as a Business Partner for the different departments of the company
• In their 1st year of employment, all must attend training in commercial competencies, negotiation skills, customer approach and customer care
• Strong emphasis on training – every employee promoted to their 1st managerial role, must attend coaching and performance appraisal training.
• Promote flexibility and productivity

ATM
The municipality public transportation company of Milan. They manage the Metro, Tram, Bus, Trolley system, parking areas and the rentable bicycles of Milan. Their headcount is at 9000 employees, only in Milan. They are an Italian leader and rated in the Top 10 Technology companies in Europe. Ideas and best practices shared were:
• Focus on customer satisfaction, through customer satisfaction surveys, which is directly linked to the performance of front line employees (drivers)
• Created an environment of a strong sense of belonging for employees – conduct career days for the children of the employees to visit the premises and also have published a book "Storytelling" : the experiences of employees of ATM
• As the employees of the company, especially the drivers, suffer from lots of pressure and stress, they tend to take lots of time off. The company has implemented strict controls on absenteeism, as to make the employees aware that the company takes interest in their well being and that their absence is noted. The employees don't feel like just another number in a company.
• Emphasis on internal communication through magazines and newsletters sent to all employees and their families.
• Internal campaigns for healthy diets. Promotes healthy eating and living.
• Provides kindergarten facilities for working families.

CREDITO VALTELLINESE
A small private owned bank with over 500 branches in all of Italy and 4000 employees. Established in 1908 by 60 shareholders from an area called Valten which means the Valley. Ideas and best practices gained were:
• Emphasis is placed on the company's values. This is done through their training
• The HR department uses Job Evaluation Boards in their development programs. These are questionnaires completed by all employees as to determine a "Training Needs Analysis". This provides a more detailed report on the training needs of all employees.

ISMO
A local training and consulting firm. Established in 70's and has focused on delivering training and HR services to international and local clients. Their key focus areas are: Research, Consulting and Academics. Ideas gained:
• An increasing trend in Italy is that of change management. If a company is to change, they first need to accept change before proceeding.

EIDOSMEDIA
Software development company of platforms for publishing companies. Established in 1999, they have over 200 employees and 7 offices worldwide. Best practices shared were:
• With great emphasis on development, the company has a road map to middle level management.
• Job rotation through secondment to other countries.
• Strong sense of belonging – The company organizes annual meeting for all employees. The CEO knows everyone in the company and they have their own internal intranet for communication between offices.

GDF SUEZ
An international energy company, GDF Suez is the result of the merger between Gas De France and Suez (Belgium) that took place in 2008. Their headcount is 600 employees in Italy but 200,000 worldwide. Their HR department in Italy is made up of 14 people. Ideas obtained:
• Focus on integration of common culture through training sessions.
• Their performance management is linked by objectives and their objectives are linked to bonuses.

Apart from visiting companies and exchanging knowledge, views and ideas with our respective counterparts, we also engaged in extra-curricular activities such as: a sightseeing tour of Milan visiting the Duomo Cathedral, Scala de Milano, a trip to Lake Como, enjoying traditional Italian food and traditional Italian wines as well as lots of shopping!

Overall it was a very successful trip coupled by very friendly and hospitable Italian hosts. Apart from all the ideas obtained on this trip, on a more personal note, the most valuable thing gained for us, was that of new friends! VIVA ITALIA!!

ΕΤΗΣΙΟ ΠΑΡΤΙ ΤΟΥ ΣΥΝΔΕΣΜΟΥ
ANNUAL ASSOCIATION PARTY

Πιστοί στο ραντεβού μας, συγκεντρωθήκαμε στις 26 του περασμένου Γενάρη στο Occhio Lounge Bar στη Λευκωσία για την καθιερωμένη ετήσια εκδήλωση του Συνδέσμου. Μπαίνοντας στο Occhio μας περίμενε το ζεστό καλωσόρισμα από τη νέα Πρόεδρο του Συνδέσμου, Κρις Μαθά.
Ήταν μια βροχερή αλλά ευχάριστη βραδιά όπου τα μέλη είχαν την ευκαιρία να βρεθούν μεταξύ τους σε μια ατμόσφαιρα χαλαρή χάρη στο ποτό και τα νόστιμα εδέσματα του μπουφέ και με τη συνοδεία της ζωντανής μουσικής από την ορχήστρα Cultura Latina. Η βραδιά περιελάμβανε κλήρωση πλούσιων δώρων μετά από τις ευγενικές χορηγίες των εταιρειών Christodoulides Brothers, Costas Papaellinas Organization, Cyprus Trading Corporation PLC, DeltaSoft Ltd, Chr. A. Papaellinas, KyproPharm, Marks & Spencer, Tseriotis Consumer Goods and Vassos Eliades.
Μια πολύ ωραία πρωτοβουλία του συνδέσμου ήταν τα δώρα που είχε ετοιμάσει η Επιτροπή διοργάνωσης της εκδήλωσης για το κάθε μέλος, τοποθετημένα μέσα σε ένα πολύ ωραίο καλάθι που είχαν κατασκευάσει τα παιδιά του ιδρύματος Χρίστου Στέλιου Ιωάννου
Τέλος, αξίζει να πούμε ένα μπράβο σε όλους που βοήθησαν για την επιτυχή διοργάνωση αυτής της βραδιάς!

Faithful to our meeting, we all gathered last January on the 26th at Occhio Lounge Bar in Nicosia for the annual event of the Cyprus Human Resource Management Association. Entering Occhio a warm welcome awaited each one of us from the new President of the Association, Chris Mathas.
It was a rainy but, enjoyable evening, where members had the opportunity to meet in a relaxed atmosphere amongst drinks and the delicious buffet and delicacies whilst enjoying the live music from the band Cultura Latina.
The evening included a lot of gifts from the Companies sponsoring the event. These included: Christodoulides Brothers, Costas Papaellinas Organization, Cyprus Trading Corporation PLC, DeltaSoft Ltd, Chr. A Papaellinas, KyproPharm, Marks & Spencer, Tseriotis Consumer Goods and Vassos Eliades.
A very nice initiative of the association were the gifts that had been prepared by the Committee organizing the event for each member, arranged in a nice basket that the children had made from the Christos Stelios Ioannou foundation.
Finally, a well done to all who helped in organising this successful evening!

The Resilience Advantage

If there is one thing that organizations are learning right now, it is the crucial importance of resilience.

The ability to overcome setbacks, bounce back from adversities and withstand prolonged periods of pressure is becoming increasingly important to succeed in the current business and economic environment.

Resilience is often the critical factor that sets successful organizations and individuals apart from the rest; it creates an advantage really hard to beat.

WHY IS RESILIENCE BECOMING INCREASINGLY IMPORTANT?

According to the economists, 2012 will be yet another year of major struggle for a lot of businesses. As we almost got used to the challenges, such as rapid changes and developments in all industries and technologies, uncertainty of the markets and the flux of global mergers and acquisitions, more are on the way.

The current economic situation has already led a lot of Cypriot companies to downsizing and cutting corporate ranks. In order to support the flexibility essential for corporate survival, many employees are required to undertake further responsibilities, with job descriptions becoming less and less clear. In addition to that, client-facing employees will have to deal with increasingly stressed consumers, who struggle to make ends meet and are very often unable to meet their financial obligations or make the necessary purchases.

The new reality will have an increasing number of employees flounder through confusion, lack of work-life balance and even fear of losing their job. An increasing percentage of the Cypriot workforce will become excessively stressed and very often unable to handle the situation in a constructive way.

But how can we know if our workforce is not coping with pressure? In other words, what are the red flags indicating low resilience?

Well, to name just a few: increased rate of sickness and absenteeism, reduced morale and engagement, unresolved workplace conflict, lack of commitment to achieving company goals and a deteriorating customer satisfaction index. When these symptoms are ignored for a sufficiently long period of time, they are very likely to cause lower performance, shrinking customer base, decreased revenues or profitability. Would anyone be willing to accept that?

My experience from working with various organizations in Cyprus and abroad shows that the answer to the above question is a resounding "NO!" Nobody would ever deny what more than 50 years of scientific research have demonstrated: that resilience is key to success at work and satisfaction in life. The problem, however, is not the unwillingness of organizations to support their people in improving their resilience but the fact that they are simply not clear on how it could be done.

AGNIESZKA BAJER
Agnieszka is a seasoned Leadership Coach, Facilitator and a Manager at Performance Improvement Consulting of PwC Cyprus. Passionate about supporting individuals and organizations in achieving better results, she works with clients who are willing to make the necessary changes to create sustainable success. Her work is driven by a strong belief that people grow through stepping out of their comfort zone, pushing their boundaries and taking action. Originally from Poland, Agnieszka has cosmopolitan outlook, having lived in a number of countries and worked with diverse cultures.

WHAT IS RESILIENCE?

Life isn't exactly a walk in the park. You might feel that it is exciting, beautiful and fascinating, you might have it all going for you right now, but I hate to break it to you: sooner or later it will throw a nasty surprise at you. Just because it always does. It's called Murphy's law.

In that sense we are all equal, we all get our own share of challenges and we all need to create our own strategies to deal with them. And this is when resilience comes in handy.

When things get tough, some people tend to carry on, while others feel overwhelmed and unable to act. This alone can very often amount to the difference between success and failure.

Jenny Campbell defines resilience in her paper "Resilience" as: "(...) the ability to overcome setbacks and absorb any learning offered by those setbacks, quickly, and at the minimum cost." What is particularly interesting in this definition is the fact that it doesn't approach resilience as a mere skill to bounce back from adversities. Instead it encompasses the learning process that takes place while we overcome difficulties.

The truth is that irrespective of whether we are prepared for it or not, when faced with life-disrupting events, we are in for a free lesson. We are also in for a change. Chances that we will somehow remain in the same cosy place, that we were in before things came crushing down on us, are pretty close to nil.

When reality strikes, we have no choice but to fight or... take flight, cope or crumble, win or lose, raise or fall, become better or bitter. Resilience therefore is not about emerging from difficulties intact; it is about emerging from them a changed person. Hopefully for the better.

There are a lot of examples to prove that resilience can reach an even higher level than the one described above, where you not only learn and grow through the process but also transform extreme challenges into opportunities and reach out to others. Think of Hellen Keller (blind and deaf from birth, not only developed her own method to communicate, but lived with passion and helped others overcome similar difficulties), Nelson Mandela (jailed for decades in South Africa during apartheid, then later leader of the country), or Viktor Frankl (Holocaust survivor who developed psychotherapy method of finding meaning in all forms of existence, even the most sordid ones, and thus a reason to continue living). You get the picture.

But it's not necessary to be friends with Nelson Mandela to have our own, private role-model of resilience; we all meet impressively resilient people in our everyday life. Remember the colleague who was able to bring remarkable results and keep his people upbeat and engaged in spite of half of his team being made redundant, the friend who experienced a terrible loss of a loved-one and yet found the strength to devote a big part of their life to creating a fund for cancer research. Look at the Filipino lady who maintains her positive outlook, in spite of being away from her family and working extremely hard to support it financially.

"Nobody would ever deny what more than 50 years of scientific research have demonstrated: that resilience is key to success at work and satisfaction in life."

"Resilience therefore is not about emerging from difficulties intact; it is about emerging from them a changed person. Hopefully for the better."

All these people have been able to tap into their inner resources and transform a really difficult situation into something positive. The good news is that research has proved we all have these resources and that resilience is not determined by our DNA but rather by our willingness to make some changes to the way we...think.

HOW CAN RESILIENCE BE DEVELOPED?

Just like we can build a muscle through a consistent training regime, we can strengthen our resilience through building the key skills linked to it. The research by Karen Reivich and Andrew Shatte, described in their book: "The Resilience Factor: 7 Keys to Finding Your Inner Strength and Overcoming Life's Hurdles" showed that the number one roadblock to resilience is people's cognitive style, in other words how they think. Reivich and Shatte confirmed that our emotions and behaviours are not necessarily triggered by events themselves but by how we interpret those events.

What it means is that, for example, you have become anxious and uncertain about your job and your future not just because your boss didn't greet you in the corridor this morning. It is how you explained his behaviour to yourself that caused all the emotional upset:" "I'm sure he cannot look me in the eye because I am next on the redundancy list! Now it all makes sense: the fact that he didn't have time for my performance review last week and that I wasn't invited to the X client meeting yesterday. God, I wonder how I'm going to pay my mortgage when I get laid off".

There are a number of thinking patterns that we all habitually use and which are not conducive to effectively dealing with stress and pressure. It takes a set of skills to break these habits and replace them with more constructive ones.

Resilience skills can be broadly grouped into two categories: Self-Awareness Skills and Transformation Skills. The first category focuses on understanding of our triggers, i.e. the situations that tend to "push our buttons", as well as the beliefs that we hold in relation to these situations and the consequences of these beliefs.

As there are no two people who are exactly alike, these factors are different for each person and require personal work to explore and understand.
The Self Awareness Skills are the foundation to all the rest of the resilience skills. It would be impossible to develop resilience without gaining a deeper understanding of ourselves first.

The second category, Transformation Skills, comprise of all the skills that enable us to transform our thinking and thus our emotions and behaviours and achieve higher levels of resilience. These skills include:

- Accurate Thinking

We all have our habitual reactions when faced with adversity. Depending on our personal "preference", we focus on a very small aspect of the whole situation and ignore the big picture, jump to conclusions, blame ourselves for everything, or assume that we know what others are thinking. Developing accurate thinking is about identifying these shortcomings and developing strategies to avoid them in order to achieve an accurate estimation of reality.

- Identifying and Challenging Underlying Beliefs

People have deeply held beliefs about how the world should operate. Although very often these beliefs are so deeply seated that we are not fully aware of them, they drive our behaviour, especially when we are under pressure.
When theses beliefs are working against us, or lead us to wrong conclusions, we need to challenge them in order to find solutions that work.

- Putting Things into Perspective

When things don't go as planned, a lot of us go into overdrive and perceive problems as... catastrophes. Putting things into perspective enables us to stop obsessing about imaginary problems and focus on these that really exist, thus utilizing our energy to find the best solution.

- Maintaining focus and self-control

Stress is not necessarily a bad thing; it is when we get overwhelmed by stress that true problems arise. If you ever spent significant amount of time lost in your thoughts and just staring at your computer screen although you had a pressing deadline to work towards, or if you lost your patience and burst out, although the situation required calmness and a clear mind, you definitely know what we are talking about here. Maintaining focus and self-control is a skill that can be put into practice instantly to help us regain control and minimize the negative consequences of stress.

Developing the above skills can really make a difference to the quality of our professional and personal lives. It is also probably one of the best investments we can make in ourselves and the human capital of our organizations- it helps us maximize performance at work, improve key relationships, boost our health and well-being.

Being resilient gives us courage and curiosity to explore new ways of thinking and consequently doing things. It equips us to face unknown situations with audacity, agility, creativity and decisiveness. It offers us and our organizations an advantage that is really hard to beat.

Human Resources 2012: Driving real change in business

The Cypriot economy has entered a period of turbulence since 2009, as a result of the economic downturn in Europe, and especially the effects of its exposure to the sovereign debt of Greece and its economy.

Following a weak recovery in 2010, 2011 was a year of stagnation, while economists expect a modest contraction in 2012. However, weakened domestic and external demand combined with increased competition from other neighboring countries and lack of public finance stabilization jeopardize the recovery of the economy in the short to mid-term. But what are the implications of this climate of uncertainty for companies operating in the Cypriot market?

There is no doubt that organizations in Cyprus are now confronting the challenges of a transformational era. An era in which 'change' and 'adaptation' are at the top of the everyday agenda of most senior executives.

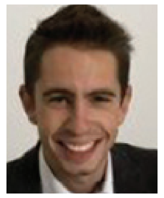
Today, more than ever, leaders are asked to manage the non-tangible elements of their company as well as the tangible elements of the balance sheet: the organizational, relational and human capital. Studies of Hay Group conducted with the World's Most Admired Companies reveal that the enduring characteristics that contribute to a company's success, especially in uncertain economic conditions are:

- Refusing to compromise long-term objectives for short term demands
- Develop their best talent to drive performance
- Foster an energizing climate with high employee engagement
- Build a culture of teamwork and collaboration, starting from the management team

Actually, effective people management makes the difference between "survival" and "sustainability" in the new "normality". The new agenda to win the "crisis war" relates to leadership quality, emotional intelligence, role-person fit, employee engagement and enablement. This "organizational software" is what makes an organization resilient and able to achieve sustainable growth.

Global experience has shown that downturns are ideal opportunities for pushing through the radical changes that may be needed in the core business, for it is always easier to get people to move when their 'feet are on fire'. Thus companies that take a pro-active approach are proceeding to re-evaluations of their HR policies and systems so as to better align them with new business and people needs, considering the actual performance and the strategic targets.

JOANNA MOUTAFI
Dr Joanna Moutafi is a Chartered Psychologist and a Senior Consultant at Hay Group, in the region of South-Eastern Europe. She specializes in workforce effectiveness, focusing in the areas of employee engagement and effectiveness, selection/assessment and talent management. Joanna holds a PhD in Occupational Psychology from University College London, she has authored 3 books on psychometric tests and has published over 15 research papers in scientific journals.



SPYROS GKINOS
Spyros Gkinos is a Consultant at Hay Group, in the region of South-Eastern Europe. He specializes in the area of reward, and in benchmarking of large companies' remuneration competitiveness and internal equity of pay practices. Spyros holds an MSc in Management Research from Oxford University and has worked as a research executive in several projects in Strategic and HR Management.

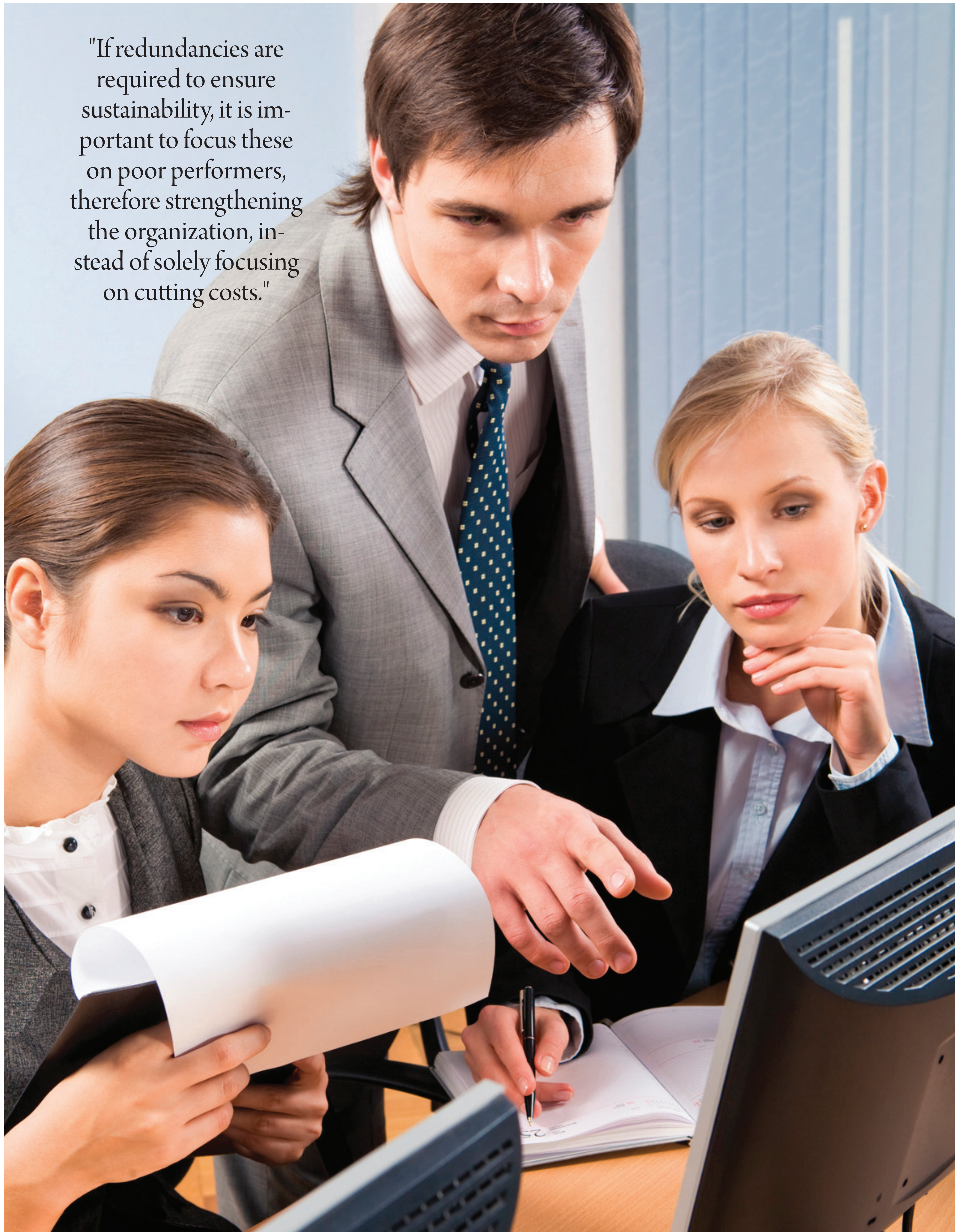
Recent research of Hay Group on the HR Trends for 2012 showed that companies in Cyprus are taking a two-fold approach in order to face the changing business environment – they are aiming to reduce their costs whilst focusing on increasing their workforce effectiveness.

MANAGING THE COST SIDE:

The vast majority of companies have implemented cost-cutting measures in 2011, the most popular being not replacing employees who leave, reducing marketing expenses and business-related travel. Despite the fact that 92% of the companies suggest that they expect to either maintain or increase their revenues during 2012, any salary increases will be much lower compared to previous years (at 1.5% in 2012 compared to 2.9% in 2011) while 36% are planning to proceed with redundancies in 2012.

This could indicate a proactive stance so as to be prepared if times get tougher. However, linear cost-cutting measures through salary freezes/reductions or redundancies, which may reduce operating costs in the short term, can have a damaging impact on the motivation and subsequently the effectiveness of employees, and can also lead to the loss of key talent.
For this reason, such decisions should be made with caution and with "intelligence". If redundancies are required to ensure sustainability, it is important to focus these on poor performers, therefore strengthening the organization, instead of solely focusing on cutting costs. Additionally, salary reduction can be guided by appropriate diagnostic tools to understand what rewards employees value the most. For example, companies should take advantage of the motivational power of non-monetary reward and recognition programs, as research indicates that employees are happy with less expensive packages when they understand what they include, and companies often,

"Today, more than ever, leaders are asked to manage the non-tangible elements of their company as well as the tangible elements of the balance sheet: the organizational, relational and human capital. "



find out that that they are spending too much on 'unnecessary' benefits.

IMPROVING EFFECTIVENESS:

The majority of companies will be focusing on three areas to impact organizational effectiveness:

• **Managing Performance** (key area of focus for 71% of the companies): Robust performance management is critical, especially now that employees are asked to do much more with less. Companies need to clearly define what good performance is, recognize and reward good performance and make sure poor performance is identified and addressed.

• **Engaging Employees** (for 64% of the companies): Hay Group studies show that when high levels of employee engagement are combined with high levels of employee enablement, organizations achieve significantly improved productivity, better customer satisfaction, lower absenteeism and turnover, and superior financial returns.

• **Building Leaders** (for 57% of the companies): Climate improvement programs can translate into a 30% improvement in profitability, while 50-70% of the variance in organizational climate can be explained by leadership style and skill. Companies need to create talent pools with leaders who have the skills, intelligence, capabilities and mindset to master business transformation.

> "Robust performance management is critical, especially now that employees are asked to do much more with less."

In tough times, companies should create a climate of performance AND trust. That means focusing on open and sincere communications, regarding strategic direction, performance, rewards, career development opportunities etc. It also means providing employees with a clear and motivating picture of where they stand and what they need to do differently to succeed. They need to be flexible and ready-to-act, with smart structure and systems which enable knowledge-sharing, with an innovation culture which facilitates the development of new ideas and mindsets, with inspiring and supporting leaders who will create and implement dynamic action plans with their teams, and so on.

Borrowing terms from the evolution theory, companies that can quickly adapt to the changing business landscape are the ones that will be 'fittest' to survive and flourish. HR will play a strategic role to prepare organizations and their leaders. What a great opportunity for HR professionals to show their true added value contribution...

Εκτίμηση επικινδυνότητας Τεχνική επεξήγηση του όρου

Μετά τη μεγάλη καταστροφή της 11ης Ιουλίου 2011 σαν αποτέλεσμα της φονικής έκρηξης στη Ναυτική Βάση «Ευάγγελος Φλωράκης» στο Μαρί, γίνεται μια συνεχής αναφορά σε όλα τα ΜΜΕ της λέξης «επικινδυνότητα» καθώς και του όρου «εκτίμηση επικινδυνότητας». Η αναφορά αυτή γίνεται στην περιγραφή και αλληλουχία των γεγονότων, όταν δίδονται συνεντεύξεις και μαρτυρίες εμπλεκομένων, σε αναφορές και καταθέσεις ενώπιον της Διερευνητικής Επιτροπής και γενικά σε ότι σχετίζεται και αφορά το συγκεκριμένο συμβάν. Είναι πλέον ολοφάνερο ότι το θέμα που αφορά την «εκτίμηση επικινδυνότητας» των εμπορευματοκιβωτίων με την πυρίτιδα και άλλα πολεμικά υλικά αποτελεί το κομβικό σημείο της όλης τραγικής υπόθεσης.

Από τεχνικής πλευράς η «εκτίμηση κινδύνου» είναι μια βασική και νομοθετικά επιβαλλόμενη διεργασία που σχετίζεται κυρίως με την προενεργητική προσέγγιση για εξασφάλιση και εμπέδωση της ασφάλειας και υγείας των εργαζομένων στους εργασιακούς χώρους αλλά και όχι μόνο π.χ. σε τόπους όπου συνυπάρχουν κοινότητες και διακινήται πληθυσμός πλησίον βιομηχανικών μονάδων, ηλεκτροπαραγωγικών σταθμών, αποθηκευτικών χώρων και άλλων εγκαταστάσεων. Ένας σύντομος ορισμός για την «επικινδυνότητα» είναι ο συνδιασμός της πιθανότητας και της συνέπειας του να συμβεί ένα καθορισμένο επικίνδυνο γεγονός. Κατ' επέκταση ο ορισμός για την «εκτίμηση επικινδυνότητας» είναι η συλλογική διεργασία υπολογισμού του μεγέθους της επικινδυνότητας και της απόφασης κατά πόσο η επικινδυνότητα είναι ανεκτή ή όχι και ποια διορθωτικά μέτρα λαμβάνονται για μείωση του κινδύνου σε αποδεκτά επίπεδα.

Είναι γνωστά διάφορα μοντέλα σχετικά με τη διαδικασία που ακολουθείται κατά την εκτίμηση του κινδύνου ανάλογα με τη συγκεκριμένη περίπτωση. Υπάρχουν διαδικασίες οι οποίες είναι σχετικά απλές (όπως η Μέθοδος σε 5 Στάδια), υπάρχουν όμως πολύπλοκες και χρονοβόρες όπως είναι π.χ. BS8800:1996, HAZOP κ.ά. κατα τις οποίες συνεκτιμούνται πάρα πολλοί παράγοντες που απειλούν την ασφάλεια και υγεία των εργαζομένων και του κοινού. Σε περιπτώσεις μεγάλων Βιομηχανικών Μονάδων, Διϋλιστηρίων Πετρελαίου, Τερματικών Σταθμών, Εγκαταστάσεων Επεξεργασίας και Υγροποίησης Φυσικού Αερίου, Αποθήκες με επικίνδυνα χημικά κλπ γίνονται πολύ εξειδικευμένες μελέτες για Ποσοτική Εκτίμηση Επικινδυνότητας όπως είναι γνωστές ως Quantitative Risk Assessment (QRA) Studies. Αυτές οι μελέτες καλύπτουν κάθε πιθανότητα σε περίπτωση ατυχήματος με επιπτώσεις στο περιβάλλον, σε περιουσίες καθώς και κοινωνικές επιπτώσεις σε άτομα και τον πληθυσμό της γειτνιάζουσας περιοχής. Η εργασία αυτή γίνεται από εξειδικευμένους Οίκους Συμβούλων σε προηγμένες Χώρες με τεράστια γνώση και πείρα του αντικειμένου.

Από τα πιο πάνω γίνεται αντιληπτό ότι η γραπτή μελέτη «Εκτίμησης Επικινδυνότητας» σε μια εγκατάσταση είναι μια απόλυτα αναγκαία, λεπτομερής και συγκεκριμένη από κάθε άποψη συλλογική διαδικασία για ασφάλεια και υγεία που δεν μπορεί να αντικατασταθεί με πρόχειρους υπολογισμούς, σχεδιασμούς και γενικότητες στην αντιμετώπιση των 'εν δυνάμει' κινδύνων. Συμπερασματικά ΕΙΝΑΙ ΤΟ «Α» ΚΑΙ ΤΟ «Ω» ΣΤΗΝ ΑΣΦΑΛΕΙΑ ΚΑΙ ΥΓΕΙΑ

ΚΩΣΤΑΣ ΠΑΠΑΚΥΡΙΑΚΟΥ
Ο Κώστας Παπακυριακού είναι Ανεξάρτητος Σύμβουλος και Εκπαιδευτής σε θέματα Διεύθυνσης και Ανάπτυξης Ανθρώπινου Δυναμικού, Διαχείρισης Κρίσεων, Ασφάλειας / Ελέγχου Απωλειών (Loss Control). Είναι κάτοχος Διπλώματος Μηχανικής Μεταλλείων, MA in Personnel Administration, Chartered MCIPD, Professional Member SHRM, Founder and Member of Institute of Leadership and Management κ.ά. Έχει μια πλούσια επαγγελματική εμπειρία την οποίαν απέκτησε μετά από μακρά σταδιοδρομία σε μεγάλες Βιομηχανικές Μονάδες της Κύπρου στους τομείς των Μεταλλείων, Τσιμέντου και Πετρελαίου. Κατείχε το αξίωμα του Γραμματέα για επτά χρόνια και από τον Ιούνιο 2008 εως τον Ιούνιο του 2011 ήταν Πρόεδρος του Διοικητικού Συμβουλίου του ΚυΣυΔΑΔ.

Νέα επαγγέλματα και ειδικότητες στον Κυπριακό ορίζοντα:

Διαχείριση Φυσικού Αερίου και άλλων Υδρογονανθράκων

Μετά την επίσημη εξαγγελία στις 28.12.2011 από τον Πρόεδρο της Κυπριακής Δημοκρατίας για ανεύρεση ενός σημαντικού κοιτάσματος φυσικού αερίου στο οικόπεδο Αφροδίτη εντός της Αποκλειστικής Οικονομικής Ζώνης (ΑΟΖ) της Κύπρου, αναμφισβήτητα δημιουργούνται νέα δεδομένα και προοπτικές για πρόοδο και ανάπτυξη στον τόπο μας.

Για την αξιοποίηση και διαχείριση αυτού και μόνο του κοιτάσματος - καθότι δεν είναι γνωστό το μέγεθος των κοιτασμάτων στα υπόλοιπα 12 οικόπεδα και πιθανή ύπαρξη αποθεμάτων αργού πετρελαίου - θα χρειαστεί εκπαιδευμένο ανθρώπινο δυναμικό το οποίο να κατέχει τη σχετική με το αντικείμενο τεχνογνωσία.

Είναι γνωστό ότι ο βιομηχανικός τομέας του «Φυσικού Αερίου και Πετρελαίου» (Oil & Gas) είναι υψηλής τεχνολογίας και πολύ απαιτητικός λόγω της φύσης αυτού του ίδιου του υλικού και των 'εν δυνάμει' κινδύνων (αναφλεξιμότητα/εκρηκτικότητα) που εμπεριέχονται σε όλα τα στάδια και τις διαδικασίες όπως είναι η εξόρυξη του φυσικού αερίου, η μεταφορά του μέσω αγωγών από το κοίτασμα μέχρι τη στεριά, τερματικές εγκαταστάσεις και υγροποίηση, αποθήκευση, δικτύωση και διανομή σε Ηλεκτροπαραγωγικούς Σταθμούς, εξαγωγή κλπ, κλπ). Αυτή τη στιγμή παρά την υψηλή ανεργία στην Κύπρο και ιδιαίτερα μεταξύ των νέων και των αποφοίτων τριτοβάθμιας εκπαίδευσης, είναι φανερό ότι η αγορά εργασίας δεν είναι σε θέση να ικανοποιήσει τις άμεσες ανάγκες που θα προκύψουν. Είναι όμως παρήγορο ότι οι υποδομές και τα διάφορα έργα που αναμένονται να αναπτυχθούν και λειτουργήσουν θα δώσουν τον αναγκαίο χρόνο για μια πολυμέτωπη αντιμετώπιση του κενού που παρουσιάζεται. Ήδη το Πανεπιστήμιο Κύπρου «μέσα στους στόχους του για το 2012 μεταξύ άλλων είναι η οργάνωση Προγραμμάτων Σπουδών σε θέματα ενέργειας και υδρογονανθράκων. Επίσης γίνεται η διαπίστωση ότι οι τομείς αυτοί θα είναι από τους πιο δημοφιλείς στο άμεσο μέλλον στην αγορά εργασίας και τους επιστήμονες».

Πάνω στο ίδιο θέμα η Αντιπρύτανης Ακαδημαϊκών Υποθέσεων του Τεχνολογικού Πανεπιστημίου Κύπρου (ΤΕΠΑΚ) σε συνέντευξη της δήλωσε ότι «θα εμπλουτίσουμε τα Προγράμματα Εκπαίδευσης στον τομέα της ενέργειας καθώς και τον τομέα της έρευνας».

Αισιοδοξώ λοιπόν ότι και άλλοι φορείς του τόπου μας, όπως λόγου χάρη το Υπουργείο Παιδείας, επαναπροσδιορίσει την πολιτική και τους στόχους του για να καλύψει νέες ανάγκες στην Τεχνική Εκπαίδευση που σχετίζονται με την ενέργεια και τους υδρογονάνθρακες ως επίσης την ανάπτυξη σχετικών επιμορφωτικών ή και ταχύρυθμων προγραμμάτων από τα Ιδιωτικά Πανεπιστήμια, την Αρχή Ανάπτυξης Ανθρώπινου Δυναμικού, το Κέντρο Παραγωγικότητας Κύπρου κ.ά. Η τεχνογνωσία σ' αυτόν τον τομέα μπορεί να αποκτηθεί και με διασυνδέσεις μεταξύ των Εταιρειών ή των Τεχνικών Συμβούλων που θα αναλάβουν την υλοποίηση των έργων και των Ακαδημαϊκών Ιδρυμάτων και φορέων εκπαίδευσης / κατάρτισης του τόπου μας. Η συμπλήρωση του κενού μπορεί να γίνει και σε ιδιωτικά Εκπαιδευτικά Κέντρα του εξωτερικού που ειδικεύονται εξ'ολοκλήρου στον τομέα της Ενέργειας και ιδιαίτερα του Πετρελαίου, Φυσικού Αερίου και στα παράγωγα τους.

ΚΩΣΤΑΣ ΠΑΠΑΚΥΡΙΑΚΟΥ

Στη συνέχεια παραθέτω ένα ενδεικτικό κατάλογο επαγγελμάτων / ειδικοτήτων που σχετίζονται με την αξιοποίηση «Φυσικού Αερίου και Πετρελαίου (Υδρογονανθράκων)»:-

ΕΠΑΓΓΕΛΜΑΤΑ ΠΑΝΕΠΙΣΤΗΜΙΑΚΟΥ ΕΠΙΠΕΔΟΥ:

Μηχανικός Πετρελαίου, Χημικός Μηχανικός, Χημικός & Χημικός Τεχνολόγος, Πολιτικός Μηχανικός, Μηχανολόγος Μηχανικός, Ηλεκτρολόγος Μηχανικός, Μηχανικός Οργάνων & Αυτοματισμού, Μηχανικός Σχεδιαστής, Μηχανικός Σωληνώσεων, Προγραμματιστής Ηλεκτρ. Υπολογιστών & Συστημάτων, Επιθεωρητής Εγκαταστάσεων & Ελέγχου Ποιότητας, Λογιστής Κίνησης & Αποθεμάτων Υδρογονανθράκων, Λειτουργός Ασφάλειας, Υγείας και Περιβάλλοντος κ.ά. όλοι με εξειδικεύσεις σε θέματα Φυσικού Αερίου / Υδρογονανθράκων ανάλογα και σε σχέση με την κάθε ειδικότητα.

ΕΠΑΓΓΕΛΜΑΤΑ ΤΕΧΝΙΚΟΥ / ΤΕΧΝΟΛΟΓΙΚΟΥ ΕΠΙΠΕΔΟΥ:

Χειριστής Μηχανημάτων & Εγκαταστάσεων, Χειριστής Κέντρου Ελέγχου, Βοηθός Χημείου, Μηχανικός Εφαρμοστής, Συγκολλητής, Εφαρμοστής Σωληνώσεων, κ.ά. όλοι με εξειδικεύσεις σε θέματα Φυσικού Αερίου / Υδρογονανθράκων ανάλογα και σε σχέση με την κάθε ειδικότητα.

Για υπεράκτιες εργασίες ανεύρεσης, εξόρυξης και παραγωγής Φυσικού Αερίου & Υδρογονανθράκων περιλαμβάνονται οι ακόλουθες ειδικότητες: Μηχανικός Γεωεπιστήμονας / Γεωτεχνικός, Γεωχημικός Πετρελαίου, Μηχανικός Γεωτρήσεων, Μηχανικός Παραγωγής, Χειριστής Συσκευών Σεισμικών Ερευνών, Χειριστής / Βοηθός Πλατφόρμας, Χειριστής / Βοηθός Γεωτρύπανου ως επίσης και ορισμένα ναυτικά επαγγέλματα.

Με την εξαγγελία της ανεύρεσης φυσικού Αερίου στην ΑΟΖ του νησιού μας μια νέα εποχή αρχίζει με πολύ ενθαρρυντικές προοπτικές και θετικές επιπτώσεις στην αγορά εργασίας και την απασχόληση του τόπου μας με φόντο τα επόμενα λίγα χρόνια. Για επαλήθευση αυτής της προοπτικής χρειάζεται από όλους τους ενδιαφερόμενους Φορείς του δημόσιου και ιδιωτικού τομέα αλλά ιδιαίτερα η Διυπουργική Επιτροπή και η Ομάδα των Συμβούλων της Κυβέρνησης για το Φυσικό Αέριο και τους Υδρογονάνθρακες να περιλάβουν στους σχεδιασμούς τους τις αναγκαίες ενέργειες και δράσεις για προετοιμασία του ανθρώπινου δυναμικού που θα συμβάλει στην βέλτιστη αξιοποίηση του πλούτου που απρόσμενα μας χάρισε η μητέρα Φύση.

Being a boss or a friend? Achieving balance between the two

In this day and age it is very difficult to find good friends, so when people have good friendships they consider them precious and try to preserve them. Nevertheless, having a good boss is also hard these days. For that reason, when people are lucky enough to have a good relationship with their boss, they do not jeopardise it. So what happens if you become your friends' boss? How do you keep a balance between being a friend and being a boss? How do you maintain both relationships without hurting either facet?

While being a boss is about being superior and about making executive decisions and calling the shots, friendships are based on equality and they are all about discussing and sharing ideas before making decisions. That is why maintaining the balance between these two relationships may turn out to be quite challenging, even problematic at times. However, there are some ways to achieve a balance.

Since the model of subservience is no longer working well for the new generation of employees, it is not recommended anymore. Factors such as teamwork, initiative, collaboration, and mutual respect are indicative of many companies' success. It is commonly known that collaboration and negotiation are vital for successful relations between management and employees. Thus, promoting a friendlier image as a boss enhances productivity and improves the relationship between line managers and employees. For that reason, being your friends' boss is not detrimental.

HERE ARE SOME POINTERS REGARDING THIS ISSUE.

Be honest: The first step is to have an honest conversation with your employee-friend. Let your friend know that although this is a new situation it does not mean that your old relationship as friends will be destroyed. It is, however, essential to express that your friendship is as important to you as having a good working relationship. The expectations regarding your professional and personal relationships should be clear and distinct. It should also be stated that when you are interacting professionally, that is all there is. You should try to convey to your friend that you are both parts of a bigger ensemble and both of you should strive to enhance the business, hence it is vital to do what you have to in order to be successful. Thinking ahead of the negative outcome your friendship may bring in the workplace and discussing these challenges with your friend in advance can help avoid any negative consequences of being your friend's boss.

Set Boundaries: It is not recommended to have your friend stopping by your office to have friendly chit-chats during working hours. Remind him/her politely of your and his/her responsibilities and duties. Deal with the issue the same way you would with any other employee. Advise your friend that this behaviour could make others at work feel uncomfortable and that it makes you both less productive. Setting boundaries includes drawing the line between "managing" and "being friends" with your subordinate in a way that everyone in the workplace can identify it. These boundaries must be evidenced by the boss's unbiased behaviours. Do not overlook the fact that it is up to the boss to establish the relationship between him/her and employees.

CONSTANTINA CHRISTOU

Constantina Christou is a Psychologist – Psychotherapist, specialized in Integrative Psychotherapy, meaning that she is trained to integrate several psychotherapeutic approaches during the psychotherapeutic sessions. She has a BA in Psychology from Suffolk University (USA) and a Master's degree in Integrative Counseling Practice from the University of Derby (UK). She maintains her Private Practice in Nicosia and she is an experienced trainer and she often performs trainings and workshops. She has extensive experience working with children and adults. Her work covers: Depression, Post-traumatic Stress Disorder (PTSD), General Anxiety Disorder (GAD), Anger management, Bereavement, Domestic abuse, Sexual abuse, Substance abuse, Obsessive Compulsive Disorder (OCD), Panic Attacks, Attachment Issues, and Self-harm. Mrs Christou is also actively involved in many volunteer organizations.

Promote Equality: You should treat every employee in the same manner. It is neither professional nor fair for a boss to give special treatment to anyone because they are friends outside the workplace. As the boss you should not be more lenient with your friends when it comes to job performance, or allow them extra time off, or stop being strict with them if they do not follow the rules (i.e. not meeting deadlines, coming to work late, leaving early etc). By promoting equal treatment you will avoid resentment from growing among your workforce.

Be organised: Give all your employees feedback through a review. By formalizing the way you offer feedback it is a good way to criticise without jeopardising your friendship. If the feedback is offered to everyone, then they will not take it personally. Additionally, it is necessary that as the boss you provide guidance to your employees. During each meeting it is imperative that you state your expectations and the objectives which need to be met clearly, and that nobody leaves each meeting without knowing exactly what their duties are. Therefore feedback is necessary to determine whether those objectives are being met, and to what degree. If you present the objectives in an organised and clear fashion to all of the subordinates (including your friends), you can avoid misunderstandings and the risk of arguing with them if the outcome is not up to your standards.

Differentiate your role in your mind: There are times when your goal is to maintain the role of being your employee's friend, but bear in mind that this can turn out to be a slippery slope. You should never forget that you are also their boss. Boss being the operative word. As a line manager you are responsible for any failures and/or mistakes your team is held accountable for. Therefore, it is highly important that you are always professional and in charge. By managing correctly and distinguishing between the two roles, you can delineate that while you are friends, you are also their boss. Having said that, it does not mean that you should be inaccessible. You should strive to be approachable, polite and in general try to commend your employees and acknowledge their efforts. That way you can avoid the possibility of coming out as a snob who used to be one's friend and now is his/her superior.

Additionally, it is crucial that your behaviour at work is professional at all times. Do not get tangled up in your "friend" role and gossip or complain about other employees or work to your friend. This can backfire if others notice this and view your behaviour as favourable or unfair. It is preferable if you concentrate on discussing business at the office and your personal issues on your private time away from work.

> "The most significant principle to go by is that any kind of human relationship – let that be friendship or working relationship – must always be approached with respect."

Hanging out with your employee-friend: When you are spending time with your employee-friend outside the workplace, it is best to confine your conversation to topics which are irrelevant to work. This way you can step out of the boss's role and it will allow you to relax and behave like you used to – when you were only friends – with that person. It also enables your friend to be more relaxed and comfortable around you. Furthermore, there is no way that this behaviour will lead to favoritism around the office. Consequently, drawing that line will help you both separate your relationship as friends from your relationship as co-workers.

Do not end your friendship: Just because you became your friend's boss it does not mean that you have to cut off your friendship. Good friends are so hard to find as it is, so losing the ones you already have is not advisable. In addition to that, if this type of behaviour becomes known around your workplace it will only lead to resentment between you, your colleagues and your subordinates in general.

Respect: The truth is that if you find yourself reminding your employees that you are their boss, then perhaps you are not receiving the proper respect to begin with. Do not feed your friends reasons to take your role as the boss loosely in the risk of showing to your other subordinates that they can disrespect you. This means that you should always be aware of your behaviour even when it entails activities concerning your social and personal life. You can be social with your friend-employee, however you should modify your behaviour appropriately and should not act in embarrassing ways such as getting drunk to the point that you lose control, or engage in arguments or fights. Behaving in this way will only make it impossible for your friend to take you seriously at work.

Finally, the most significant principle to go by is that any kind of human relationship – let that be friendship or working relationship – must always be approached with respect. If so, then there is no danger in experiencing great losses.

Since there are cases that your friend will become your subordinate, it is not possible to forget the fact that you were friends before this immense change. It is possible though to carry on with your working relationship without hurting your friendship. Just like any experience in life the purpose is to learn and to teach.

Cyprus Employment Law

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Latest Developments in the award of exemplary damages by the Cypriot Employment Courts

Two recent rulings by the Employment Courts regarding exemplary damages have re-established the importance of fair action on the part of the employer.

The Employment Court has wide discretion to issue an award for damages ranging from the minimum amount of compensation offered for redundancy and the maximum of 2 years wages. In the recent cases of Koulla Charalambous v. LSG Handling Limited and Janet Panayides v. The Junior School, two separated Courts stated the most important factors they consider before granting damages over the minimum standard. These are: a) the amount of daily-wages and the general income of an employee, b) the duration of employment, c) the employee's age, d) any contingent loss of his future career prospects, e) any material damage suffered by the employee, f) the parties' (the employer and the employee) general behavior and conduct and g) the real circumstances under which the employment has been terminated.

The burden of proof regarding the award of exemplary damages rests on the employee who has to show that he/she is entitled to higher damages.
In these two cases the Courts took into consideration a) the high quality of the applicants services during their employment, b) the fact that they worked overtime very often, c) the fact that their supervisors very often awarded them for the successful completion of their tasks and the high quality of their services, d) the long duration of their employment (19 and 20 years respectively), e) their age at the time of their dismissal and f) the loss of any future career prospect. Additionally, the Courts considered as essential the circumstances under which the dismissal took place and more specifically the fact that no previous notice or warning was ever delivered to either of them concerning any inappropriate fulfillment of their duties. Based on the above and given the fact that the applicants' dismissals were illegal, the Employment Court awarded to both exemplary damages.

These can highlight the importance to employers of following a structured "good faith" approach to dismissals of staff with the possible offer of ex gratia compensation to minimize the possibility of an award of aggravated damages.

Increased dismissals of employees due to redundancy reasons

There has recently been a large increase in the number of redundancies attributed by employers to the economic crisis. However, redundancies must be supported by objective criteria and the burden of proof rests with the employer, which must show that the employee has been rightly dismissed for valid redundancy reasons. These criteria are stated in the law and have been analysed in numerous court cases. According to the Termination of Employment Laws of 1967 (Law 24/1967), some valid redundancy reasons are as follows.

Actual reduction of turnover
This is ascertained by taking into consideration the usual workload of the business during the past three years (at a minimum) before the redundancies occurred. In A Iasonos Ltd v Christou ([1994] 1 CLR 703), the Supreme Court stated that a temporary reduction in workload cannot constitute an adequate reason for supporting redundancy, as businesses experience daily fluctuations with regard to their workload.

Restructuring of businesses due to reduction in turnover
As the Supreme Court has explained (eg, in A/foi Galatarioti Ltd v Paraskeva Grigora ([2001] 1 CLR 1985)), restructuring can constitute a valid reason for supporting redundancy only when it occurs at such a level of severity that it results in a change of the employee's duties, leading to a decrease of his or her necessity within the business.

Abolition of employee's position
Dismissals are ruled invalid if, after making an employee redundant, an employer hires a new employee to perform the same duties as those of the dismissed employee. However, redundancy is usually not affected where new employees may have been hired to perform different duties from those carried out by the dismissed employees or by the assignment of the dismissed's duties to another employee who performs the same duties within the business.

If redundancy is upheld, the employee will be compensated by the statutory redundancy fund and not by the employer.

The Dangers of Diagnostics

There are two approaches to diagnosing business issues.

One is informal: you look at some data, talk to some people, and come back with a conclusion about what the underlying issues are. I'm calling this an informal diagnostic, but many would just call it figuring out what is going on.

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The alternative is to use a formal diagnostic instrument that works through a well-defined process (often a questionnaire) and scores the organization on a number of scales. You are probably familiar with the Myers-Briggs test, a common diagnostic for individuals. There are a finite number of outcomes from the Myers-Briggs–you end up being categorized as one of 16 types of personality. Organization diagnostics are normally more complex than the Myers-Briggs, but have the same character of slotting situations into one of a finite number of boxes.

Formal diagnostics often generate two strong conflicting emotions. One is the positive sense of scientific certainty. After the diagnostic, you "know" that you are an intuitive thinker or you "know" your organization's biggest problem is internal communication.
The other emotion is a sense that there is something false in the diagnostic and that somehow the complex, rich and ambiguous reality you know has been lost. While it is hard to argue with the results, you feel that something's not right.

How should you make sense of these conflicting emotions?

AN APPRECIATION OF REALITY

Informal diagnostics don't generate the same emotions formal ones do; they can suffer from the sense that "Well, that's just your opinion", but if people don't feel it's quite right the conclusions are easily adjusted.

Formal diagnostics suffer from the fact that once you've embarked on one the results are hard to ignore. If Myers-Briggs says you're an extrovert, it's hard to argue that you don't belong in a job dealing with people all day, even if you feel it is not really right for you. If an organization finds its biggest weakness is in alignment, it is hard to say "Well, we'll just ignore that" and equally hard to resist the consultant's pitch that they just happen to have a three step program to improve alignment.

The crux of the problem is that any given diagnosis only captures a narrow view of reality. Myers-Briggs can give you some insight into personality, but to look at your peer and say "You are an extroverted-intuitive and that's all I need to know" is foolish.

The structure of a formal diagnostic is helpful, but we need to suppress the idea that it is revealing truth in a scientific way. It's providing a helpful insight just as an informal diagnostic does and is not necessarily any more accurate.

The correct approach to the emotions that formal diagnostics generate is not to fall for the "Wow, this is scientific fact" marketing of these tools. Instead, simply say "Hey, there are some good insights here". If you take that approach then the conflicting emotion that the diagnostic isn't fully reflecting the complexity of the situation ceases to be a problem.

UH OH

Well, it feels like we nailed the solution to that one: Both informal and formal diagnostics are good, but when you use a formal method treat the result the same way you would an informal result – as a set of insights, not a body of fact.

BUT THERE IS A PROBLEM.

The problem is that once a diagnostic has labelled you it's hard to free yourself of that label. If the diagnostic has said 'alignment' is the biggest problem it is hard to turn around and ignore that by saying it is just one part of the story. Organizations involve many people and the subtlety of your understanding of the situation will be lost when the results come out. All your boss's boss will know is the headline. All they will be asking is "What are you doing about alignment?"

If you are in a wise organization this may not be a problem. For the rest of us, let me propose a general solution: never do a formal diagnostic in isolation. Always have a parallel process of an informal diagnostic that you can present alongside the results of the formal one. If the formal diagnostic suggests Alignment is the number one problem and the informal diagnostic suggests Engagement is the main issue, it leaves the organization free to compose whatever solution makes sense, not walk down the narrow path prescribed by the formal diagnostic. It creates space.

One never has to choose one answer over another: both answers are right, they are not incompatible and they set the stage for a solution. Even if the formal study cost a million dollars and the informal study was just a handful of focus groups, that informal input can be enough to break the bonds a formal study can unwittingly impose.

"Formal diagnostics often generate two strong conflicting emotions. One is the positive sense of scientific certainty. After the diagnostic, you "know" that you are an intuitive thinker or you "know" your organization's biggest problem is internal communication. The other emotion is a sense that there is something false in the diagnostic and that somehow the complex, rich and ambiguous reality you know has been lost."

Is YouTube the future of training?

If you want to learn how to prune an apple tree you could take out a book from the library, sign up for a course at your local college or spend a few minutes on YouTube watching how it is done. The first two learning methods—reading and instruction—have been with us for millennia; YouTube is new. There has been some use of video in learning, but it was expensive and hard to access. YouTube is universal.

Most of the 'how to' videos on YouTube are aimed at people's personal life; topics range from how to make a baked Alaska to how to apply mascara to how to check the transmission fluid in your car. But the range of topics is truly mindboggling and includes management topics like negotiation skills, giving feedback, and business writing.

DAVID CREELMAN

YouTube is free and fast; easy to use and easy to share. It's available at your desk or on your smart phone. If employees can meet their training needs using YouTube, why do we need anything else?

SHORTCOMINGS

What you won't find on YouTube is a video of how to shelve packages for your warehouse on Victoria Street or how to fill in the XYZ expense form for your particular organization. But that could easily change. Since YouTube is so universal why not encourage employees to create their own training videos about the specific practices of your organization? They can shoot it on their mobile phone and just load it up. If they are ambitious they might ask their teenager to edit the clip on a home computer to improve the production values. In no time you could have hundreds of videos about how to do things at your organisation.

Many training managers and instructional design specialists will absolutely hate this idea. Instead of carefully crafted programs based on an analysis of training needs, definition of clear learning objectives and a scientifically based instruction methodology, you get some high school drop-out in the warehouse spending 15 minutes creating training on how to handle oversize packages.

The issue with YouTube, whether from the masses of videos produced by the world at large or those produced by employees in-house, is that there is little quality control. One might theorize that the lack of quality control would make the whole thing utterly unworkable. Luckily, there is no need to theorize, you can go online and see how bad the problem is; and the finding is that it is not bad at all. People tend to make videos about things they really do know how to do. Furthermore the videos are short and users soon get good at surfing through the available content and finding something that meets their needs.

Tim Seager, CEO of an LMS company called Xerceo also points out that social media tools for rating and commenting on content already exist; in fact this sort of thing is built into their own LMS called Feathercap. You do not need to have a department of experts rating and organizing the training videos; users do that themselves.

MORE SHORTCOMINGS?

Another thing organizations will worry about is people creating content that is somehow inappropriate and could damage the reputation of the organization. However, this risk is similar to that which exists if you allow employees to write emails; and in some way the risk is less since people will put more thought into preparing and posting a training video than they would into an email.

Knowledge management guru Euan Semple is frankly a little contemptuous of how some organizations want to utterly control the flow of knowledge in a manner that would make Stalin proud. Semple's view is that organizations are better off to let the knowledge flow and if embarrassing practices are revealed to fix them quickly.

Again the social media tools Seager talks about are the best way to protect the organization's reputation. If someone posts a video that is in some way inappropriate other users can flag it or potentially even be given the power to take it off line immediately.
I have skipped over the technology question of whether you want to simply use the public YouTube service or create an in-house alternative behind your firewall. Clearly, there are pros and cons; but there is nothing in the technology issues that upsets the fundamental proposition that YouTube can be a great addition to how training is created and delivered.

YOUTUBE WINS IN THE END

The advances we have seen in technology really are revolutionary. The fact that just about everyone is walking around with a video camera in their purse or pocket and already knows how to make their films universally available is stunning.

Training produced by learning specialists will still be important, but in many cases nothing produced by an expert will have as much credibility with employees as something done by a peer or senior manager in the organization. The flood of employee produced training material is coming; better to get ahead of the game and channel that energy in the most productive way rather than try to fight it.

"Clearly, there are pros and cons; but there is nothing in the technology issues that upsets the fundamental proposition that YouTube can be a great addition to how training is created and delivered."

The Management and Leadership dichotomy: Can HR play a beneficial role in developing either?

Developing the next generation of managers and leaders, or improving existing ones' skills and potential, is an intriguing quest and one which has been the subject of substantial research and considerable efforts from numerous HR academics and professionals respectively. Which organization, after all, would not be ecstatic about the prospect of improving its managers' and leaders'capabilities, while having an opportunity to nurture their next generation?

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The traditional approach to personnel development has been to create dedicated courses and training programmes and to ensure that all potential managers and leaders go through the same curricula. Such courses are offered by management schools for business leaders, military academies for army leaders and seminaries for church leaders to mention but only a few. While these long-established programmes claim to have been successful in creating a large number of managers and leaders, their effectiveness has come under scrutiny in several occasions. Barker (1997) states that training programmes focus on instilling to potential leaders traits and behaviours on which there is no reasonable agreement. In a toss of the same coin, uniform training programmes have been criticized for generating nothing more than the 'norm', a point also picked up by Barker (ibid) who identified an inherent inability of such programmes in terms of differentiating what makes a good leader from what makes an effective manager. In his own words, 'people who emerge from these training programs rarely become what anyone might define as good leaders'.

Larry Ellison, Chief Executive Officer of Oracle, took it a step further when he cast one of the most negative notes on the efficiency of business management programmes:during the convocation of Yale University back in September 2000, Ellison stated the following, 'Graduates of Yale University... as I look out before me today, I don't see a thousand hopes for a bright tomorrow. I don't see a thousand future leaders in a thousand industries. I see a thousand losers... I want to give hope to any underclassmen here today. I say to you, and I can't stress this enough: leave. Pack your things and ideas and don't come back. Drop out. Start up. For I can tell you that a cap and gown will keep you down just as surely...'.

Probably the most profound short coming of generic programmes aimed at developing leaders is that the majority of these programmes follow a 'collective' approach which is often highly inflexible. This approach fails to differentiate individual trainees between those with managerial and those with genuine leadership abilities. And while this universal training approach has developed into a legitimate one, especially given that, 'we still do not really know in any detail how effective leaders... are best developed. There are still many exceptions to any theory' (Handy, 1993), it is hardly an effective one. Understanding why, involves making a distinction: that between managers and leaders. When attempting to make this distinction, it would be pertinent to identify between two types of individuals: those individuals which can be termed 'Managers-Leaders' (MLs) and those which can be called 'Motivational-Leaders' (MOTLs). This distinction was first put forward by the author of this article in 2001 after the conclusion of a study focusing on 21 Cypriot leaders. The findings of the study with respect to the development of MLs and MOTLs and the implications of training experiences upon both individuals can be understood after an overview of **table 1**.

MLs correspond to the everyday notion of 'managers' whereas MOTLs possess abilities which reflect those we have come to expect from'leaders'. Both types of individuals perform key functions that are imperative for all organizations. MLs possess important managerial skills and are effective in directing organizational members and controlling organizational processes. They appear to depict a very strong vision for their own advancement which, together with hard work, provides them with their managerial positions. However, MLs fail in motivating their subordinates through a genuine and inspiring long-term vision. MLs are better in managing, not leading, and they appear to have a preference for adhering to predetermined methodologies.

MOTLs do not view themselves as managers or mere power wielders. On the contrary, they perceive their mission as being one of leading and inspiring individuals and, to achieve this mission, they make use of their ability to motivate those that they come in contact with. This ability to motivate is largely innate and enables MOTLs to utilise those psychological personnel management techniques that will bring out the best in their subordinates and colleagues for an infinite period of time for the ultimate and long-term benefit of their organization as a whole.

What should be clear from the findings depicted in **table 1** is that MOTLs

Table 1: The development of Motivational Leaders and Managers-Leaders

Creation of a MOTL	Stage in life	Creation of a ML
INNATE ABILITIES A strong foundation. MOTLs possess vital innate leadership abilities such as the ability to motivate.	**BIRTH**	**INNATE ABILITIES** MLs possess managerial abilities. They also possess leadership abilities but not analogous to those of MOTLs.
EARLY LIFE EXPERIENCES They bring out a MOTL's innate abilities. They ensure that a leader gains leadership experience from a young age.	**EARLY LIFE STAGE** Approximately up to the age of twenty.	**EARLY LIFE EXPERIENCES** Minimal impact. MLs appear to have received limited early stimuli to take the lead, or to have ignored such stimuli.
LATER LIFE EXPERIENCES Enable MOTLs to improve potential. In limited cases, they act as leadership stimulants or transformation agents of MOTLs from one field of society to another.	**LATER LIFE STAGE** From twenty onwards.	**LATER LIFE EXPERIENCES** Deep impact. Assumption of management positions by MLs is largely a result of later life experiences.
Early experiences enable MOTLs to utilise leadership abilities and blossom, while later experiences enable them to improve their potential further. But it is their innate abilities that enable them to utilise their potential in the first place. **Innate abilities and experiences appear to be equally vital for MOTLs.**		MLs possess some inherent qualities but their leadership potential is largely built over time. Experiences, primarily later life ones, act as the catalyst that transforms them into managers. **Experiences are more vital to MLs than innate abilities and leadership is much more of a process than a trait for them.**

and MLs cannot be trained in exactly the same manner since their ultimate potential and innate abilities are not similar albeit to a small extent... Would this automatically imply that generic training programmes are therefore only partially beneficial for different individuals? It would most certainly do!

Nonetheless, the author holds that there is plenty of beneficial scope for HR departments that wish to develop future managers and leaders. To take advantage of this scope, HR professionals must realise that, while everyone's ability can improve, some individuals have a head start in acquiring leadership capabilities. Leaders have this head start because of the impact of early life experiences, which enabled their innate abilities to surface, blossom and improve over time. Leaders do not appear to benefit in the same manner and to the same extent from training programmes as managers. This is natural since training programmes focus on instilling to the participants those qualities that are largely innate for leaders, such as the abilities to view circumstances from a wider perspective, to consistently motivate their subordinates and colleagues and to offer them a long-term vision.

The author is inclined to state that training programmes can potentially prove much more valuable for MLs whose acquisition of managerial positions is largely a matter of later life circumstances such as university education. Of course, the question that surfaces at this point is how to identify MLs and how to distinguish them from MOTLs. The author believes that an answer is not

forthcoming through juvenile observation because, even if organizations knew the identity of their future employees in advance and with absolute certainty, the associated monetary cost of observation would prove unduly preventive.

Psychometric testing, however, can provide an answer which, although qualified, would cost less to organizations. This qualified answer can be improved further by supplementing it with the results of contemporary observation of organizational members. The author, therefore, holds the view that psychometric testing will provide an initial indication of an individual's traits, while subsequent observation of organizational performance will effectively supplement this initial indication, thereby significantly expanding the scope of determining the individual's actual potential.

At any rate, developing a MOTL requires a diverse approach to that of a ML. Development of MOTLs is largely a natural process and HR departments should aim to facilitate that process rather than direct it. This can be achieved by identifying MOTLs –through a combination of psychometric tests and current observation as stated above– and by creating an organizational culture that facilitates their development. Useem (2000) identifies an interesting way to achieve the latter:higher-level managers should engage those MOTLs closest to them in leadership debates and ask them to do the same with their associates. At the same time, managers should provide MOTLs with personal coaching and individual mentoring, and MOTLs should be encouraged to discuss their moments of both success and setback, as well as to synthesise lessons from these moments. Above all, MOTLs should feel a degree of freedom in making decisions without an acute fear of failure.

Specific leadership training programmes may also prove beneficial for MOTLs and the author believes that these programmes should be geared towards the most practical aspects of leadership. There is no need to train MOTLs in leadership qualities, which they either possess or are likely to acquire over time. A strong component of effective leadership programmes for MOTLs could be an examination of the actions of other leaders in times of crisis. Considering leaders' experiences and reactions during their most intense times of leadership challenges offers MOTLs a window to reality and provides them with those lessons that will enable them to effectively utilise their inherent potential during those critical stages of their careers. In the words of Useem (ibid), 'it can be particularly powerful to walk historic battlefields or recall critical decisions'.

It should be clear to all HR professionals that universal training programmes cannot be fully effective as they disregard the very same thing they are meant to improve: the individual and his/her specific characteristics. In conclusion, therefore, it would be appropriate to stress that training managers and leaders requires identifying MOTLs and MLs and training them in dissimilar manners. While MLs stand to gain from traditional training programmes, MOTLs are more likely to benefit from practical exercises, such as leadership debates with higher-level managers and increased participation in organizational decisions. While the above may cause dismay to those who are used to universal training programmes, the successful HR professional knows that any effort undertaken in the direction of improving his/her organization's managerial and leadership ability can only yield important long-term benefits for the organization and all of its members.

"While everyone's ability can improve, some individuals have a head start in acquiring leadership capabilities."

Involving Line Managers in HRM: A Brief Overview

In general, line managers are widely considered as those individuals being at the lower levels of the management hierarchy and are mainly responsible for managing day to day assignments rather than being involved with strategic HR issues.

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They were always involved to a certain degree with HR-related activities since 'they are after all closest to employees, having direct responsibility for managing them on a regular basis and being accountable for their performance' (Purcell et al., 2009: p62).

In the recent years, there is an apparent expansion of line managers' duties and contribution to HRM. The reasons why organisations decide to enhance their role in relation to HR issues vary. Indeed, the relatively new focus on differentiating between the intended HR policies with the actual practices as experienced by employees revealed their pivotal role.

Nonetheless, line managers are also brought to the spotlight since they help management to overcome several barriers. One of these is that HR specialists are often considered to be 'out of touch' with the reality, promoting HR policies that are mostly theory-based. Thus, when it comes to putting these policies into effect, problems and inconsistencies start to emerge. Another argument promoting line managers' prominence is that HR departments are criticised of being unresponsive or most of the times their actions are characterised by lengthy, time-consuming preparations and slow decision-making processes rather than instant and direct response. Purcell et al. (2009: p63) expand this argument, by suggesting that 'there are also other factors at play to explain this recent trend. Decentralisation of decision making, organisational restructuring, the growth of team-working, pressure at costs and speedier decision making have all influenced devolvement to the line'.

By involving line managers, organisations aim to create a cost-effective, more spontaneous, accurate and reality-based approach to HRM. Therefore, line managers are continually encouraged to take up further HR responsibilities. As a result, several studies conclude that, in alliance with the HR department/HR specialists, line managers absorb a significant amount of HR authorities and tasks (see for example the studies of Storey, 1992, Hutchinson & Wood, 1995, Hall & Torrington, 1998, Currie & Procter, 2001, Larsen & Brewster, 2003, Renwick, 2003, Nancy & Panayotopoulou, 2005).

Marchington & Wilkinson (2008: p202) present how HR-related responsibilities may be done by the HR department, by line managers, or the responsibilities are shared between them. However, looking at the study of Francis & Keegan (2006) what seems to be the norm is that the HR department / specialists are highly involved in policy development, whereas line managers operationalise these and put managerial plans into effect.

In more detail, Hutchinson & Purcell (2003) advocate that line managers are highly involved with communication and information sharing, as well as with coaching, guidance and development of their subordinates. The suggestion is that line managers' basic role is to manage day-to-day issues that arise at the workplace, so as to avoid channelling each and every employees' incident to the HR department. Thus, aspects like absenteeism, employee' motivation, tasks allocation and even the control of trivial disciplinary issues are most likely to be managed by the line managers.

Now, in alliance with the HR specialists, and with the necessary support, line managers may have the responsibility for implementing the policies that flow from the higher managerial levels. For example, they may be highly involved in employees' appraisal procedures (i.e. HR department developing the appraising scheme/indicators to be used, establishing the procedure to be followed and line managers ensuring the implementation stage). Also, line managers may be involved in employees' training and development (i.e. HR department offering guidance and line managers being responsible for the daily formal or informal on-the job training of the employees). This kind of partnership may exist for several HRM aspects, such as activities related to employees' involvement and participation (i.e. HR specialists designing the policies and line managers carrying out the actual team briefings, problem-solving, quality circles etc.) and activities dealing with work-life balance (i.e. policies will be specified by HR department and implementation will be ensured by the line managers).

Overall, empirical findings show that HRM departments and their members are mostly in charge of designing / developing the different HR policies and procedures to be followed. Alongside that, they are also responsible for guiding and supporting the line for a successful operationalisation. For Thornhill & Saunders (1998) and Renwick (2003), this support should not be undermined since is a 'key' ingredient facilitating line managers to effectively carry out their HR responsibilities.

Before closing this short article, it should be stated that while this collaboration between the two parties may appear as 'trouble-free', tensions arise since 'the relationship between HR specialists and line managers is not a simple issue... indeed, it is a rather complex, ambiguous and dynamic one' (Larsen & Brewster, 2003: p241). In very brief terms, barriers arising both from HR specialists (e.g. fear of losing authority / of being redundant if HR responsibility is transferred to the line; excessive workload) and line managers (e.g. unwillingness to absorb HR duties; lack of competencies; insufficient training) are capable of hindering the establishment of a synergistic; mutually beneficial relationship.

As Larsen & Brewster (2003: p229) state, 'line managers have responsibility for HRM in their areas, but HR specialists have responsibility for HRM across the organisation. The balance of these responsibilities is a key issue in HRM'. A close cooperation between these two is expected to yield benefits for the parties involved and consequently for organisations. This is because from the one side, the HR specialists will have the time focus mostly on strategic HR issues. On the other side, line managers will have greater authority and flexibility to understand and manage their subordinates; thus achieving a more effective climate at the workplace level.

Γιατί δουλεύουμε?

Για το Μαδράς, τη Σιγγαπούρ, τ΄Αλγέρι και το Σφαξ, θ'αναχωρούν σαν πάντοτε περήφανα τα πλοία,
κι εγώ, σκυφτός σ'ένα γραφείο με χάρτες ναυτικούς, θα κάνω αθροίσεις σε χοντρά λογιστικά βιβλία.

(από το ποίημα Mal du départ, Ν.Καββαδία, 1933)

Παρά το γνωστό «ζήλο» του Καββαδία, το παράπονό του φαντάζει κοινό και διαχρονικό. Πόσο μάλλον στους σύγχρονους καιρούς που απαιτούν περισσότερα με λιγότερα. Σίγουρα, «η μάννα εξ' ουρανού» αποτελεί παρελθόν εδώ και καιρό! 'Αρρηκτα λοιπόν συνδεδεμένη με τον κόπο, την προσπάθεια, τον αγώνα, πολλές φορές τη θυσία ή την αδήριτη αναγκαιότητα, η σωστή διαχείριση της δουλειάς ως η κατ'εξοχήν πηγή για τα προς το ζειν, μπορεί όμως ν' αποτελέσει ταυτόχρονα και πολύτιμη ευκαιρία για δημιουργία και προσφορά. Στοιχεία που αποδεδειγμένα συντείνουν σε υγιείς, ολοκληρωμένες και ευτυχισμένες προσωπικότητες, χωρίς εσωτερικές εκκρεμότητες.

ΑΝΤΡΙΑ ΑΝΤΩΝΙΑΔΟΥ
Η Άντρια Αντωνιάδου είναι κάτοχος BA πτυχίου από το Πανεπιστήμιο του Warwick σε Γαλλικές Σπουδές με Ιταλικά και μεταπτυχιακού MSc in Management με έμφαση σε θέματα Διοίκησης Ανθρώπινου Δυναμικού από το Cass Business School, του Πανεπιστημίου City του Λονδίνου. Ασχολείται επαγγελματικά με τον τομέα Διεύθυνσης Ανθρώπινου Δυναμικού από το 2008 μέχρι σήμερα.

Το ερώτημα «γιατί δουλεύουμε» παρουσιάζεται όλο και πιο καίριο στις μέρες μας σύμφωνα με επεξήγηση επιφανούς ακαδημαϊκού, γιατί η οικονομία πλέον βασίζεται όλο και περισσότερο σε εργασία που σχετίζεται με γνώσεις και πνευματικές δεξιότητες παρά στη χειρονακτική εργασία. Συνεπώς, παλαιότερα οι άνθρωποι πιο εύκολα υποκινούνταν – σ'ένα βαθμό – για βελτιωμένη παραγωγή από εξωγενή κίνητρα όπως επιπλέον χρήματα ή ακόμα, σε ιδιαίτερα παρωχημένες εποχές, την εξάσκηση βίας!

Η εργασία όμως που στηρίζεται στη γνώση και την καινοτομία και εξαρτάται από την αφοσίωση, τη δημιουργικότητα, την ευελιξία, τον ενθουσιασμό, απαιτεί ιδιαίτερη σημασία στα κίνητρα που δίνονται στο προσωπικό. Συγκεκριμένα, διαφαίνεται ότι τα άτομα σ'αυτούς τους τομείς εργασίας παράγουν καλύτερη δουλειά όταν αυτή τους επιφέρει νόημα και ευχαρίστηση, παρά μόνο χρήματα.

Υποστηρίζεται ότι οι άνθρωποι μέσα από την εργασία αναζητούν να αποκτήσουν αξία, που για κάποιους αποτελεί και τον ορισμό της αξιοπρέπειας. Είναι λοιπόν σημαντικό, ένας μοντέρνος οργανισμός που στηρίζεται σε ενθουσιώδες προσωπικό για να προχωρήσει, να φροντίζει έτσι ώστε το προσωπικό του να αισθάνεται ότι αξίζει, όχι μόνο μέσα από τις οικονομικές απολαβές που του προσφέρει αλλά και από το περιεχόμενο της εργασίας του, την ενθάρρυνση των επαγγελματικών διαπροσωπικών σχέσεων, την διανομή ευθυνών, την εξασφάλιση ευκαιριών ανάπτυξης, την αναγνώριση των προϊσταμένων του και το αίσθημα ικανοποίησης ότι συμμετέχει στο κοινό καλό.

Άποψη ενός επιστήμονα / ερευνητή είναι ότι το «ευ ζείν», το να ζει κανείς καλά, σημαίνει να είναι πρόσωπο σε πλήρη λειτουργία. Κατ' αυτόν, σημαίνει να απλώνεσαι και να αναπτύσσεσαι έτσι ώστε να γίνεσαι όλο και περισσότερο οι δυνατότητες σου. Η δουλειά μπορεί να προσφέρει την ευκαιρία να ζήσει κανείς εποικοδομητικά, ως μέρος της ανθρώπινής του εξέλιξης.

Η άρνηση, η άμυνα, η διαστρέβλωση της πραγματικότητας που χαρακτηρίζεται από την αντιμετώπιση της δουλειάς ως στέρηση της ελευθερίας, κατά τον προαναφερθέντα ερευνητή δε συντήνει στην πλήρη λειτουργία του ατόμου και συνεπώς στη διαδικασία του ευ ζειν. Στο ερώτημα εάν η εργασία αποτελεί περισσότερο πεζή αναγκαιότητα παρά αποτέλεσμα ελεύθερης επιλογής, για τους ειδικούς φαίνεται ότι για άλλη μια φορά απαντά το ότι ενώ κανένας ισχυρισμός δεν είναι μονομερής, η μαγεία εναπόκειται στο να μπορείς να βλέπεις τα πράγματα όπως εσύ θές. Σύμφωνα μ'αυτούς, το άτομο που εργάζεται συνεχώς προς όλες τις κατευθύνσεις μπορεί να βιώσει αλλά και να χρησιμοποιήσει την ανεξαρτησία του για να επιλέξει αυθόρμητα και οικειοθελώς αυτό που ταυτόχρονα είναι, απόλυτα καθορισμένο.

Κι όλα αυτά, στη μήτρα αυτή που ονόμασαν, δουλειά.

Πώς να κάνετε μια δουλειά πιο ενδιαφέρουσα

Με την εξειδίκευση που παρατηρείται τα τελευταία χρόνια, η εργασία πολλές φορές καταντά μονότονη και ανιαρή.

Για αντιμετώπιση αυτής της κατάστασης, η οποία οδηγεί τους υπαλλήλους στη νωχέλεια και στην αδιαφορία, οι εργοδότες πρέπει να εμπλουτίσουν την εργασία των υπαλλήλων τους, με στόχο αυτή να γίνει πιο ενδιαφέρουσα.

Υπάρχουν δύο τρόποι εμπλουτισμού μιας εργασίας: ο οριζόντιος και ο κατακόρυφος, οι οποίοι ονομάζονται και «επέκταση εργασίας». Η διαφορά των δύο έγκειται στο εξής: Ο οριζόντιος εμπλουτισμός συνεπάγεται ανάθεση στον υπάλληλο παρεμφερών καθηκόντων, ίδιας περίπου σημασίας, με στόχο τη μείωση της επαναληπτικότητας και της μονοτονίας, ενώ ο κατακόρυφος καθιστά την εργασία πιο ενδιαφέρουσα, αφού ο εργαζόμενος, πέραν της εκτέλεσης του έργου, συμβάλλει στο σχεδιασμό του και στον έλεγχο του τελικού προϊόντος.

ΔΗΜΗΤΡΗΣ ΕΡΓΑΤΟΥΔΗΣ
Ο Δημήτρης Εργατούδης είναι αφυπηρετήσας Ανώτερος Διευθυντής της Λαϊκής Τράπεζας και ιδρυτικό μέλος του Κυπριακού Συνδέσμου Διεύθυνσης Ανθρώπινου Δυναμικού.

Τίθεται τώρα το ερώτημα, ποια από τις δύο μεθόδους είναι καλύτερη; Αυτό εξαρτάται από το είδος της εργασίας και τις ικανότητες και το χαρακτήρα του κάθε ατόμου. Συνήθως η οριζόντια χρησιμοποιείται σε απλές εργασίες και σε ανθρώπους οι οποίοι δεν έχουν ιδιαίτερα προσόντα και πείρα για να εκτελέσουν σοβαρότερα καθήκοντα. Αυτό δεν σημαίνει ότι δεν κάνουν σωστά τη σημερινή τους δουλειά. Πιθανόν να είναι άριστοι υπάλληλοι για την εργασία που κάνουν τώρα. Η κατακόρυφη εφαρμόζεται στις περιπτώσεις που οι υπάλληλοι είναι ικανοί να αναλάβουν τα σοβαρότερα καθήκοντα που απαιτεί η συγκεκριμένη εργασία. Το τι γίνεται συνήθως, ανεξαρτήτως υπαλλήλων και έργου, είναι να εφαρμοστεί αρχικά ο οριζόντιος εμπλουτισμός και, όταν ο υπάλληλος αποδείξει εαυτόν να προχωρήσουμε και στον κατακόρυφο.

ΓΙΑ ΤΟΝ ΟΡΙΖΟΝΤΙΟ ΕΜΠΛΟΥΤΙΣΜΟ, ΔΕΝ ΕΧΟΥΜΕ ΝΑ ΠΟΥΜΕ ΤΙΠΟΤΕ ΑΛΛΟ, ΠΕΡΑΝ ΤΩΝ ΟΣΩΝ ΕΧΟΥΜΕ ΗΔΗ ΑΝΑΦΕΡΕΙ. ΟΣΟΝ ΑΦΟΡΑ ΤΟΝ ΚΑΤΑΚΟΡΥΦΟ, ΑΥΤΟΣ ΣΤΗΡΙΖΕΤΑΙ ΣΤΙΣ ΕΞΗΣ ΑΡΧΕΣ:

- Ο υπάλληλος ελέγχεται λιγότερο, εξακολουθεί όμως να είναι υπόλογος για τις πράξεις και τις παραλήψεις του, γι' αυτό και υποβάλλει τακτικές αναφορές στον προϊστάμενό του για την πρόοδο της εργασίας που ανέλαβε.
- Ο υπάλληλος αναλαμβάνει να διεκπεραιώσει όλη τη διαδικασία ενός συγκεκριμένου έργου. Π.χ. μέχρι πριν λίγα χρόνια ένας τραπεζικός υπάλληλος έλεγχε μια επιταγή και μετά εξουσιοδοτούσε τον ταμία να την εξαργυρώσει. Τώρα, ο ταμίας ελέγχει ο ίδιος την επιταγή και την εξαργυρώνει χωρίς να παρεμβαίνει άλλος υπάλληλος.
- Δίνονται αυξημένες εξουσίες στον υπάλληλο, ούτως ώστε να αποφασίζει ο ίδιος για τις δραστηριότητες που αφορούν τη δουλειά του.

ΓΙΑ ΝΑ ΕΦΑΡΜΟΣΤΕΙ ΕΝΑ ΠΡΟΓΡΑΜΜΑ ΚΑΤΑΚΟΡΥΦΟΥ ΕΜΠΛΟΥΤΙΣΜΟΥ, ΧΡΕΙΑΖΕΤΑΙ ΝΑ ΓΙΝΟΥΝ ΟΙ ΕΞΗΣ ΕΝΕΡΓΕΙΕΣ:

- Οι υφιστάμενες εργασίες που θα εμπλουτιστούν, πρέπει να είναι κυρίως αυτές που συνήθως οι εργαζόμενοι δεν τις έχουν περί πολλού ή εργασίες για την εκτέλεση των οποίων απαιτείται συνεχής παρώθηση των υπαλλήλων.
- Πρέπει να γίνει κατανοητό από όλους ότι για να εμπλουτιστεί μια εργασία, χρειάζεται να γίνουν κάποιες αλλαγές, πράγμα καθόλου εύκολο, αφού όλοι συνήθισαν με τον παλιό τρόπο εργασίας.
- Από τη στιγμή που θα αποφασιστεί ποιες εργασίες θα αλλάξουν και θα εμπλουτιστούν, χρησιμοποιείται η μέθοδος της ιδεοθύελλας[1] (brainstorming) για να διευρυνθεί όσο το δυνατόν περισσότερο ο κατάλογος των πιθανών αλλαγών. Στον κατάλογο προστίθενται τυχόν εισηγήσεις που υπέβαλαν στο παρελθόν οι εμπλεκόμενοι υπάλληλοι με στόχο να εμπλουτιστεί η δουλειά τους.
- Από τον κατάλογο αφαιρούνται όσες αλλαγές δεν σχετίζονται με παράγοντες που παρωθούν τους υπαλλήλους.
- Προτού τεθούν σε εφαρμογή οι αλλαγές που θα φέρουν τον εμπλουτισμό, ανατίθεται σε μια ομάδα υπαλλήλων να εργαστεί με το νέο σύστημα, ενώ μια άλλη ομάδα – παρόμοιου αριθμού και ποιότητας υπαλλήλων – εξακολουθεί να εργάζεται με το παλιό σύστημα. Με το πείραμα αυτό επιβεβαιώνεται κατά πόσο το νέο σύστημα είναι καλύτερο από το παλιό, χωρίς να παραβλέπεται ότι στην αρχή η ομάδα που θα εργαστεί με το νέο σύστημα θα αντιμετωπίζει κάποιες δυσκολίες προσαρμογής.

Πρέπει να έχουμε υπόψη ότι ο προϊστάμενος του τμήματος στο οποίο θα εφαρμοστούν οι αλλαγές πιθανόν να αντιδράσει αρχικά, φοβούμενος ότι θα επηρεαστεί η απόδοση του τμήματός του ή/και θα χάσει μέρος της δύναμης και της εξουσίας του, αφού ένα μέρος τους θα αναληφθεί τώρα από τους υφισταμένους του. Κάτι τέτοιο όμως γρήγορα το ξεπερνά, αφού μετά την πετυχημένη δοκιμή του νέου συστήματος αντιλαμβάνεται ότι τώρα θα μπορεί να ασχοληθεί με τα καθαρά διευθυντικά του καθήκοντα, τα οποία μέχρι τώρα πιεζόταν να εκτελέσει, μια και διέθετε μεγάλο ποσοστό του χρόνου του για να ελέγχει την εργασία των υπαλλήλων του.

"Υπάρχουν δύο τρόποι εμπλουτισμού μιας εργασίας: ο οριζόντιος και ο κατακόρυφος, οι οποίοι ονομάζονται και «επέκταση εργασίας."

Τέλος, πρέπει να δείχνουμε κατανόηση στη στάση κάποιων υπαλλήλων οι οποίοι απεχθάνονται τις αλλαγές και δεν επιθυμούν οποιαδήποτε αναβάθμιση των καθηκόντων τους, έστω κι αν αυτό θα συνεπάγεται τη μη ανέλιξή τους. Αν είναι καλοί στη σημερινή τους δουλειά, αξιοποιήστε τους εκεί, φτάνει να τους εξηγήσετε τις επιπτώσεις που πιθανόν να έχει στην ανέλιξή τους η στάση τους αυτή.

1 Η οργανωμένη ενθάρρυνση προς όλα τα πρόσωπα που συμμετέχουν σε μια σύσκεψη, να υποβάλουν εισηγήσεις, προτάσεις ή απόψεις, για ένα συγκεκριμένο θέμα. Η ομάδα ενεργοποιείται και παρωθείται να διατυπώσει οποιεσδήποτε γνώμες, απόψεις ή προτάσεις, χωρίς κανένα περιορισμό, φραγμό ή κριτικές παρατηρήσεις. Η διεύθυνση φροντίζει να δημιουργεί το κατάλληλο ψυχολογικό κλίμα, μέσα σε ένα ευχάριστο περιβάλλον, ώστε η ομάδα να μπορεί να παράξει όσο το δυνατό περισσότερες ιδέες.

Τμήμα Προσωπικού Vs Διεύθυνσης Ανθρώπινου Δυναμικού

ΔΗΜΗΤΡΗΣ ΕΡΓΑΤΟΥΔΗΣ

ΤΜΗΜΑ ΠΡΟΣΩΠΙΚΟΥ

Ο τίτλος Τμήμα Προσωπικού χρησιμοποιήθηκε για πρώτη φορά γύρω στο 1920 στις ΗΠΑ, και στην Αγγλία γύρω στο 1939. Απ' εκεί, ο θεσμός επεκτάθηκε σε όλο σχεδόν τον κόσμο. Στην Κύπρο, ανεπιβεβαίωτες πληροφορίες αναφέρουν ότι, τουλάχιστον μια μεγάλη μεταλλευτική εταιρεία διατηρούσε Τμήμα Προσωπικού κατά τη δεκαετία του 1940, ενώ αρχές της δεκαετίας του 1950, μεγάλες εταιρείες όπως η Κόκα – Κόλα είχαν Τμήμα Προσωπικού. Ο θεσμός επεκτάθηκε τη δεκαετία του 1960 (Τράπεζα Κύπρου), και τη δεκαετία του 1970 (Λαϊκή Τράπεζα, Αρχή Τηλεπικοινωνιών). Από το 1980 και μετά, σχεδόν όλες οι μεγάλες εταιρείες στην Κύπρο διέθεταν Τμήμα Προσωπικού.

Τα Τμήματα Προσωπικού μεγάλωναν σε αριθμούς, όμως η φιλοσοφία και οι δραστηριότητές τους παρέμεναν οι ίδιες μέχρι τις αρχές της δεκαετίας του 1980 όταν πρωτοεμφανίστηκε (1981) στο πρόγραμμα του ΜΒΑ του Πανεπιστημίου Χάρβαρντ το θέμα «Διεύθυνση Ανθρώπινου Δυναμικού».

ΔΙΕΥΘΥΝΣΗ ΑΝΘΡΩΠΙΝΟΥ ΔΥΝΑΜΙΚΟΥ

Μετά την εισαγωγή του θέματος στο Χάρβαρντ, η Διεύθυνση Ανθρώπινου Δυναμικού (ΔΑΔ) άρχισε να εκτοπίζει και να αντικαθιστά τα Τμήματα Προσωπικού (ΤΠ). Από το Χάρβαρντ ο θεσμός επεκτάθηκε αρχικά στην Αυστραλία και τη Νέα Ζηλανδία, και αργότερα στην Αγγλία, την Ιρλανδία, τις Σκανδιναβικές χώρες, τη Νότια και Νοτιοανατολική Ασία και τη Νότιο Αφρική.

ΑΡΧΙΚΕΣ ΕΠΙΦΥΛΑΞΕΙΣ

Όταν πρωτοεμφανίστηκε η ΔΑΔ , εκφράστηκαν κάποιες επιφυλάξεις σχετικά με το αν θα έπρεπε να υιοθετηθεί ως τίτλος και ως φιλοσοφία. Οι σκεπτικιστές υποστήριζαν ότι:

• Η ΔΑΔ απανθρωποποιεί τους υπαλλήλους, αφού τους θεωρεί «πόρους» και άρα τους θέτει στην ίδια μοίρα με τους άλλους πόρους του οργανισμού, όπως τους οικονομικούς πόρους, τους κεφαλαιουχικούς πόρους κλπ.

• Η ΔΑΔ είναι απλώς ένα άλλο όνομα για το Τμήμα Προσωπικού και δεν υπάρχει λόγος ν' αλλάξει ένας τίτλος με διαχρονική επιτυχία.

Και οι δυο αυτές επιφυλάξεις καταρρίπτονται από το γεγονός ότι η ΔΑΔ θεωρεί τους υπαλλήλους ως το σημαντικότερο στοιχείο ενεργητικού ενός οργανισμού, ενώ, όσον αφορά το όνομα, μιλούμε για δύο διαφορετικά πράγματα τόσο από απόψεως φιλοσοφίας όσο και από απόψεως αρμοδιοτήτων και δραστηριοτήτων.

ΟΡΙΣΜΟΙ

Υπάρχουν πολλοί ορισμοί που καθορίζουν τι εστί ΔΑΔ. Επιλέγουμε δύο, τους επικρατέστερους:

• ΔΑΔ είναι μια στρατηγική, συνεκτική και εμπεριστατωμένη προσέγγιση σχετικά με τη διεύθυνση και ανάπτυξη του ανθρώπινου δυναμικού ενός οργανισμού, βάσει της οποίας όλες της οι δραστηριότητες και ευθύνες ενσωματώνονται πλήρως στη σφαιρική διεύθυνση του οργανισμού».

• ΔΑΔ είναι μια διακριτική προσέγγιση σχετικά με τη διεύθυνση των υπαλλήλων, η οποία σκοπό έχει να πετύχει ανταγωνιστικά πλεονεκτήματα μέσω της ανάπτυξης ενός πλήρως αφοσιωμένου και ικανού ανθρώπινου δυναμικού, χρησιμοποιώντας μια ολοκληρωμένη σειρά μορφωτικών, δομικών και εργασιακών τεχνικών».

ΟΙ ΔΙΑΦΟΡΕΣ ΤΟΥ ΤΠ ΜΕ ΤΗ ΔΑΔ

Η βασική τους διαφορά έγκειται στο γεγονός ότι το ΤΠ αποτελεί την παραδοσιακή προσέγγιση, ενώ η ΔΑΔ τη μοντέρνα. Το ΤΠ ασχολείται κυρίως με διοικητικά καθήκοντα, τα οποία στοχεύουν στην ύπαρξη δίκαιων όρων και σωστών συνθηκών εργασίας. Η ΔΑΔ ενσωματώνει τις δραστηριότητες αυτές στα στρατηγικά σχέδια του οργανισμού, αλλά αναλαμβάνει και πρόσθετες ευθύνες και ανθρωποκεντρικές δραστηριότητες, οι οποίες αποσκοπούν στην ανάπτυξη του οργανισμού.

Οι διαφορές μεταξύ ΤΠ και ΔΑΔ χωρίζονται σε διαφορές που αφορούν:

• το σκοπό
• την προσέγγιση
• τη φύση τους, και
• την εφαρμογή.

ΔΙΑΦΟΡΕΣ ΣΤΟ ΣΚΟΠΟ

Το ΤΠ ασχολείται με λειτουργικές δραστηριότητες, όπως ο προγραμματισμός ανθρώπινου δυναμικού, οι προσλήψεις, η ανάλυση και αξιολόγηση των θέσεων εργασίας, το μισθολόγιο, η αξιολόγηση των υπαλλήλων, η συμμόρφωση με την περί εργασίας νομοθεσία, την εκπαίδευση κ.ο.κ.

Η ΔΑΔ περιλαμβάνει όλα τα πιο πάνω και επιπλέον συμμετέχει ενεργά στα αναπτυξιακά προγράμματα του οργανισμού, ασχολούμενη με θέματα ηγεσίας, παρώθησης, ανάπτυξης εταιρικής κουλτούρας, διάχυση των αρχών και αξιών του οργανισμού κ.ο.κ. Με τις ενέργειές της αυτές η ΔΑΔ ενσωματώνεται στο βασικό πυρήνα της στρατηγικής και του οράματος του οργανισμού, και προσπαθεί να βελτιστοποιήσει την αξιοποίηση του ανθρώπινου δυναμικού προκειμένου ο οργανισμός να πετύχει τους στόχους του. Αυτό το στρατηγικό και φιλοσοφικό περιεχόμενο της ΔΑΔ, της προσδίδει μια πιο εύστοχη, σχετική και αποτελεσματική προσέγγιση σε σύγκριση με το ΤΠ.

ΔΙΑΦΟΡΕΣ ΣΤΗΝ ΠΡΟΣΕΓΓΙΣΗ

Το ΤΠ είναι τυπολατρικό, αφού δίδει μεγάλη σημασία στους κανονισμούς, τα πρότυπα και τις παραδοσιακές πρακτικές, σε αντίθεση με τη ΔΑΔ η οποία δίδει μεγάλη σημασία στις αρχές και αξίες, καθώς και στο όραμα και την αποστολή του οργανισμού.

Το ΤΠ ενδιαφέρεται για τη δημιουργία κανονισμών, πολιτικών και συμβάσεων, και προσπαθεί να ελέγχει την πιστή εφαρμογή τους. Γι' αυτό και οι κανονισμοί, για παράδειγμα, είναι καταγραμμένοι με κάθε λεπτομέρεια στα εγχειρίδια του οργανισμού.

Η ΔΑΔ είναι περισσότερο ευέλικτη όσον αφορά τους κανονισμούς, και τους προσαρμόζει ανάλογα με τις επιχειρησιακές ανάγκες του οργανισμού, δίδοντας περισσότερη σημασία στο πνεύμα των κανονισμών παρά στο γράμμα τους.

ΔΙΑΦΟΡΕΣ ΣΤΗ ΦΥΣΗ ΤΟΥΣ

Όσον αφορά τον τρόπο αντιμετώπισης προβλημάτων, το μεν ΤΠ ενεργεί διορθωτικά, σε αντίθεση με τη ΔΑΔ που ενεργεί προληπτικά. Παραδείγματος χάρη, στην περίπτωση του ΤΠ , αν ο οργανισμός θέλει να λειτουργήσει ένα νέο παράρτημα, αποφασίζει πρώτα η ανώτατη ηγεσία για τη λειτουργία του, και μετά, ζητείται από το ΤΠ να το στελεχώσει. Στην περίπτωση της ΔΑΔ, αυτή συναποφασίζει με την ανώτατη ηγεσία για τη λειτουργία του νέου παραρτήματος, και εκφέρει εκ των προτέρων άποψη για τη στελέχωσή του. Ένα άλλο παράδειγμα είναι η αξιολόγηση του προσωπικού. Το μεν ΤΠ αξιολογεί την απόδοση των υπαλλήλων για το χρόνο που πέρασε, η δε ΔΑΔ εφαρμόζει προηγμένα και προληπτικά συστήματα διοίκησης, τα οποία στόχο έχουν να βελτιώσουν την απόδοση παρά να την αξιολογήσουν αναδρομικά.

ΔΙΑΦΟΡΕΣ ΣΤΗΝ ΕΦΑΡΜΟΓΗ

Βασική διαφορά είναι ότι το ΤΠ δρα ανεξάρτητα, ενώ η ΔΑΔ αναμιγνύει τους διευθυντές στη διεύθυνση του προσωπικού τους.

Το ΤΠ προσπαθεί να βοηθήσει το προσωπικό να πραγματοποιήσει τις φιλοδοξίες του με συμβατικούς τρόπους, όπως οι συλλογικές συμβάσεις και οι διαπραγματεύσεις με τις συντεχνίες . Με τον τρόπο αυτό οι υπάλληλοι βρίσκονται όλοι στην ίδια μοίρα, ανεξάρτητα από την απόδοσή τους, και χωρίς να λαμβάνεται υπόψη η συμβολή τους στην επίτευξη των στόχων του οργανισμού.

Η ΔΑΔ δείχνει περισσότερη εμπιστοσύνη στις σχέσεις της με τους υπαλλήλους, βλέποντας τον καθένα ξεχωριστά και δίδοντας μεγαλύτερη σημασία στην απόδοση των υπαλλήλων με βάση πελατοκεντρικά κριτήρια.

Τέλος, το ΤΠ εφαρμόζει αυστηρές περιγραφές εργασίας, ακολουθεί μισθολογικές κλίμακες και μια συγκεκριμένη πολιτική όσον αφορά τα κριτήρια προαγωγής, τα οποία συνήθως στηρίζονται στην αρχαιότητα και τη μέχρι τούδε απόδοση.

Στην περίπτωση της ΔΑΔ οι κλίμακες και οι βαθμοί είναι λιγότεροι, ενώ οι περιγραφές εργασίας είναι γενικές, αφήνοντας έτσι περιθώρια για πρωτοβουλία και δημιουργικότητα, πολλαπλασιάζοντας ταυτόχρονα και τις επιλογές των υπαλλήλων για τη μελλοντική τους πορεία, ανάλογα με τις ικανότητες, τις γνώσεις, το ταλέντο τους, καθώς και την επιθυμία τους για περαιτέρω ανέλιξη.

Καταλήγοντας οφείλω να παρατηρήσω ότι, τουλάχιστον στην Κύπρο, τα περισσότερα Τμήματα Προσωπικού, άλλαξαν μόνο το όνομά τους – σε Υπηρεσίες Ανθρώπινου Δυναμικού – παρέμειναν όμως προσκολλημένες στη φιλοσοφία και τις δραστηριότητες του Τμήματος Προσωπικού.

Interview with HR professionals

with Olympia Fantis

OLYMPIA FANTIS
Olympia Fantis is a holder of a Bachelor in Economics and a Master in Human Resourse Management from the United Kingdom. Olympia is a member of the Chartered Institute of Personnel and Development. She works of TSYS Card Tech as an HR Advisor. Before joining TSYS Card Tech, she held the position of Operations Co-ordinator for an offshore company and Client Relations Officer at the Federal Bank of the Middle East.

1. NAME, COMPANY NAME, JOB TITLE.

Irena Hadjivassiliou
Diplomat Distributors (D.D) Cyprus Ltd
HR Manager

2. EDUCATIONAL BACKGROUND.

University of La Verne – BSc Psychology
University of New Heaven – Industrial & Organizational Psychology

3. WHAT INITIALLY ATTRACTED YOU TO GO FOR A JOB IN HR?

There was a blend of aspects that attracted me in this profession. You have the opportunity to influence innumerable aspects of the organization, to assist in the development of its employees, and to play a part in influencing strategic business decisions. You also need to genuinely care about the well-being of your employer's employees, which often results in close working relationships with people from across the business. As I always say 'a business is only as good as its employees and an organization's employees are only as good as their HR team'.

4. WHAT WAS YOUR IMPRESSION OF YOUR COMPANY WHEN YOU FIRST JOINED? HAS THIS VIEW CHANGED?

When I first visited Diplomat's Head offices in Israel something in the atmosphere and in the people's behaviour immediately caught my attention. Positive energy was all over the place. Professionalism, passion, dedication and teamwork were obvious with just a glimpse. I was so proud and honoured to be a part of Diplomat's team because I knew right there that this was 'my way to success'. It is with this spirit and this positive energy that employees in Diplomat Cyprus are working today.

5. WHAT DO YOU SEE AS THE MAJOR HUMAN RESOURCE CHALLENGES FACING CYPRUS IN THE NEXT FEW YEARS?

Generally economic conditions provide the background to the everyday business of HR. What happens in the macro economy of our country, or in individual product markets, ultimately determines the needs of recruitment, retention and development in order to meet the demands and ensure employees' motivation and engagement. Another challenge is to be able to cope as best as you can with these economic changes, in other words, deal with Change Management. Use effective organizational procedures to help employees to accept and embrace changes in their current business environment by minimizing the change impacts.

6. WHAT DOES A TYPICAL DAY INVOLVE?

In Diplomat's HR there is no typical day. Every day there are new challenges with different scenarios and different protagonists. This is what makes it so exciting working at Diplomat.

7. DO YOU FEEL THAT YOU ARE CONTINUALLY IMPROVING IN YOUR CAREER?

I consider everyday as having a chance of expanding my knowledge and become more experienced than I was a day before, improving many aspects of my personal and professional life. This would only lead me to one direction, that of a stable, solid improvement of my career. The key is to set out clear-cut goals, take any challenge as an opportunity to learn and mature professionally and use that as a practice of continual improvement.

8. WHAT ADVICE WOULD YOU GIVE TO YOUNG PROFESSIONALS IN THE EARLY STAGES OF THEIR CAREER?

The Human Resources profession is an excellent career opportunity for the smart and creative young professionals and it gives excellent opportunities to learn new things and to demonstrate managerial potential. What I would say to young professionals using the knowledge of my experience is that career is not something that you can build in one day. Career in the HR field can only be built through the following:

- Eagerness to learn and experience
- Hard work and sacrifices
- Having the virtues of 'giving'

9. DO YOU BELIEVE THAT HR SHOULD BE INVOLVED WITH THE LINE MANAGEMENT?

Most certainly HR has a great responsibility and should be involved with the line management. Especially in today's economic recession we must recognize and give emphasis to the vital role that line managers play in every aspect of the employment relationship. HR has to make sure they are equipped and properly trained in day-to-day people management, management of difficult situations and communication. Additionally HR contributes to the translation of the strategies and goals into operating plans for the line managers to achieve shared organizational objectives, thus supporting strategic business aims.

10. WHAT ROLE DO YOU THINK IS SUITABLE FOR HR IN A COMPANY? ADVISORY, ADMINISTRATIVE, STRATEGIC?

HR has three basic objectives. To support the company's workforce, aligning HR activities with the business and to deliver efficient services. In order to achieve all three basic objectives all three roles of advisor, administrator and strategist are adopted and used. At times one is more important and suitable than the others depending on the situation.

11. IF YOU WOULD GIVE ANY ADVICE TO YOUR CEO OR GENERAL MANAGER CONCERNING PEOPLE AND HR MANAGEMENT ISSUES WHAT WOULD THAT BE?

My advice would be three-fold:

1. Concentrate on our long-term reputation and responsibility to act as a fair and good employer.
2. Set a clear sense of direction and double our efforts to boost and maintain employee engagement and satisfaction. In this sense our managers will be better able to operate in these periods of economic change.
3. Think long term: Think creatively about how to reduce employment costs, such as new ways of working and work reorganization.

Focusing Your Corporate Training Program For Today's Economy

This article examines the relevancy of current corporate training programs and assesses their value to the participants and their managers.

Several years ago, as the training director for a $1 billion bank, my job was to teach leadership and management skills to managers and officers. While all of my program reviews were enthusiastic and excellent, I began to see a decrease in attendance. Budgets were being cut and the various departments were reluctant to send their people to the class because they could no longer justify losing a revenue generator for one day.

A thorough review of the training program by me and my colleagues revealed that the department managers were under increasing pressures to deliver improved business results that were secondary to the focus of our programs. In short, my programs were teaching critical, but soft skills such as leadership, motivation, and performance evaluation at the expense of hard skills such as increasing deposits, improving the efficiency ratio, and lowering loan default rates. From the department executive's perspective, they could not justify the return on investment in soft skill training. Something had to be done.

An assessment of the banking skills of the officers & managers revealed that that most employees in my bank were uncomfortably ignorant of how banking business is conducted, where revenue comes from that pays operating expenses (including salaries and benefits), and the overall financial condition of the bank. Many of them could not understand what they were reading in the company's annual report or link their work to the performance drivers of the executives, the bank clientele, and our shareholders.

As a result, I re-wrote my curriculum and focused on three categories:
1. Technical skills
2. Industry (bank) business skills
3. Leadership skills

We developed a baseline of competence in each category and included them into their performance evaluation criteria.

1. TECHNICAL AND OPERATIONAL SKILLS.

When a person is hired into a bank he or she is expected to accomplish the objectives of the position. The incumbent is expected to master the details of his/her job through formal and informal development programs. After a specified period of time, the employee is required to demonstrate mastery of the discipline that achieves the purpose of the position. From those evaluations, strategies can be developed and implemented to raise the employee's mastery of basic skills so that he or she can better serve the objectives of the position and advance to a higher level of competence.

KEN MOORE
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To develop the technical and operational skills curriculum, we identified critical competencies for each position. We then determined where the employee was in that competency via a simple yardstick: Unqualified, qualified, and highly-qualified. Those who were unqualified were given access to necessary training material and additional coaching from others within the department. They were then evaluated. The process was repeated until they achieved a 'qualified' evaluation. Advancement to 'highly qualified' was subjective in nature based upon business needs and the manager and the employee were expected to plan and budget for individual development.

"Businesses that can remain solvent during economic hard times typically expect their managers and officers to think like business people first and technical specialists second."

The focus was on the technical and operational skills such as, specific banking systems and processes, a teller's cash drawer, opening and closing procedures, etc. Self-development was encouraged and budgets were modified if necessary.

2. BASIC BANK BUSINESS SKILLS

Businesses that can remain solvent during economic hard times typically expect their managers and officers to think like business people first and technical specialists second. They focus their efforts on satisfying the needs of multiple stakeholders instead of just one in a functional discipline. They understand the link between their job and other disciplines within the organization. A loan processing specialist, for example, knows how to process loan applications correctly and within acceptable time limits. He also knows that if a mistake is made or an unnecessary delay is encountered, the loan customer may decide to take his application to a competing bank that delivers faster and more accurate service.

With much discussion and negotiation, we developed a list of basic bank business skills that each manager or officer should possess. In many cases, the teachers were senior executives with many years experience in the industry.

Here is a partial list of the subjects we felt everyone in the bank should master:
1. How does my bank generate interest and non-interest revenue?
2. How are expenses controlled?
3. Who are our prime customers and why do they bank with us?
4. What are the strengths and weaknesses of my bank?
5. Who are our competitors and how do we compare?
6. What is the financial condition of our bank and how does it differ from our top three competitors?
7. What are the primary issues that my bank and the banking industry are facing that threatens their ability to stay in and grow the business?

3. LEADERSHIP SKILLS

With limited time and budgets, we determined that managerial skills development was best accomplished by individual programs typically provided by outside vendors. There was little agreement on what constitutes effective communication or motivation skills. Certain skills such as coaching, evaluation, discipline and planning are better left to outside vendors who can teach the general philosophies and practices of each subject. It is then up to the manager and the employee to take that knowledge and apply it to the individual setting.

Some managers encourage their subordinates to read articles and books on leadership subjects and discuss the main points in group meetings. Others encourage employees to publicly identify good and bad leadership behaviors when they experience them and discuss it as a part of their performance evaluation process.

Unfortunately, there is not enough time or budget to train everyone properly. In the financial industry, federal and state banking laws require annual training on selected regulations. Sexual harassment and discrimination training becomes necessary – partly because it is an important subject and partly because it provides the company legal protection in the case of lawsuits. Many professions require proof of continuing education in their field in order to maintain their license or certification. These are typically achieved in an after-work setting.

There is a huge difference between training people in soft skills such as sexual harassment and discrimination, and hard skills such as computer applications and loan processing procedures. Successful training occurs when the learning is applied immediately and consistently to the work environment. Training programs add value when the training leads to improved stakeholder satisfaction.

Are Unions Still Relevant?

In New York State, driving from Albany to Buffalo along the Erie Canal corridor, it is impossible to go 20 miles without seeing a shuttered plant that once provided good jobs for thousands of capable workers who produced superior goods and services for worldwide distribution. Where did these jobs go and why couldn't their unions protect them?

KEN MOORE

According to the Bureau of Labor Statistics, in 2007, union membership accounted for 12.1% of the employed wage and salary workers[1]. In 1983, the first year for which comparable union data are available, the union membership rate was 20.1%. Earlier statistical resources identified the unionized workforce in 1946 at between 40 and 45%.

Currently, public arguments for passage of the Employee Free Choice Act focus on the benefits of the act to the unions. There appears to be little or no discussion on the benefits of unionization to the organization or the customers who purchase their goods or services from these companies.

What has happened to cause such a drastic and unsustainable decrease in membership? There are many reasons, but principally this. Union leadership has abandoned its historical and successful charter of representing its membership and partnering with the organization to ensure sustainability and growth. And they have ignored the changing nature of work and business.

Consider:

1. UNIONS ARE A VICTIM OF THEIR OWN SUCCESSES.

Over the decades, unions successfully raised wages above those of competitors. Thus, union-made products became more expensive and priced themselves out of the market to non-union made substitutes (see General Motors vs. Toyota). This caused unionized companies to close or relocate their factories and lay off good employees, thus reducing the number of dues-paying union members.[2]

Union successfully fought for fair wages, safer working conditions, against child labor, and health and pension benefits. As a result, the US government took over those causes and eliminated strong union bargaining tools. Aggressive legislation such as OSHA virtually eliminated safety issues as a bargaining chip. The 1964 Civil Rights Act, subsequently amended to include strong enforcement measures, eliminated the need for unions to agitate against discriminatory practices. The Equal Pay Act attempts to achieve parity of equal pay for equal work between men and women. Now, however, employees who are affected by workplace issues get better results by seeking redress through the courts rather than the unions.

2. MORE INTELLIGENT AND INFORMED WORKFORCE.

The shift to more white-collar work in service and technology has significantly reduced the number of industrial jobs that have traditionally been union strongholds.[4] Employees recognize that unions do not have the power to deliver on their promises without jeopardizing the sustainability of the company and their jobs. Websites, blogs, media, newsletters, oral campaigns, etc. are available to anyone who wants it. For every argument in favor of a particular position, there are scores of sites for opposing arguments. Employees also know that the only legal power a union has over a company is the threat of withholding work, i.e. the strike. And that action contains very serious risks of success and failure, as well as financial challenges.

3. THE TYRANNY OF ABUSIVE AND EXPLOITATIVE OWNERS AND EXECUTIVES RARELY EXISTS.

Government intervention has seen to much of this. Competition for talent has seen to the rest of it. The union's rightful goal was to change the nature of executive power into one of a benevolent leadership where everyone wins. Unions provided effective checks and balances. Guess what? The unions succeeded beyond their wildest dreams. Management became smarter, more benevolent, more understanding of human capital and its rightful place in our society. Arguably, it may not have been for entirely altruistic reasons. Competition for talent is fierce. Companies who wish to hire the best and the brightest must prove to those applicants that they are worthy of the needs of the workforce as well as the needs of other stakeholders. Many companies are embracing concepts such as Corporate Social Responsibility (CSR) which argues that a corporation's success is not based solely on financial performance.[3] It is based upon a number of criteria formerly in the domain of good union negotiators.

4. ECONOMIC AND COMPETITIVE PRESSURES HAVE TAKEN AWAY CONCEPTS SUCH AS BETTER PAY AND MORE BENEFITS.

If the company cannot reach and sustain economic competitive advantage, job security cannot be guaranteed under even the best of circumstances. It can be enhanced, but only by allowing the company to quickly take advantage of market opportunities as they are recognized, and before the competition takes similar action. When compared to their non-union colleagues in any industry, there is relatively little research that supports the output and quality of union workers over non-union workers that justifies a premium price demanded in the contract.

> "Your union must justify to the customers who buy your product or service why union workers generate competitive advantages for the custormers over non-union workers. What good are higher wagese and benefits to the employees if the fewer customers are buying what you sell and the company is sliding into bankruptcy?"

The competition for the consumer's dollar is fierce and unrelenting, particularly so with today's economic downturn. There are multiple options for buying a car in the U.S. as buyers are no longer restricted to the Detroit Three. Market research shows that consumers buy their beer based upon taste, price and brand loyalty. Very few people buy their beer based upon whether or not it is made with union labor. Disposable income is typically carefully rationed by the consumers. Unsurprisingly, they want the best quality for the best prices. That is something that is not negotiated. Rather it is dictated by consumer spending habits that are heavily researched.

Labor costs are but one factor in producing a product or service at competitive rates. All costs must be examined carefully to see if the money is being spent wisely. These can include energy, raw materials, taxes, rent, mortgage, salaries, infrastructure, and utilities. Union offices are no different. Labor unions are in a service business. They provide qualified labor as needed by an organization. As such they are subject to the same economic pressures that any other vendors must endure. Their income must exceed their expenses thus generating profit to fund and advance other worthy objectives. They must be competitive against alternative sources of labor. This not only includes salaries and benefits, but availability, quality, stability, automation, and other characteristics desired by the hiring company. They must be able to help the company sustain operations and grow the business. They must help the company maintain competitive advantage in a very un-level, even unfair, playing field. In short, unions can no longer play the adversarial role. They must be a party to the sustainment and growth of the organization.

> "Many companies are embracing concepts such as Corporate Social Responsibility (CSR) which argues that a corporation's success is not based solely on financial performance. It is based upon a number of criteria formerly in the domain of good union negotiators."

5. UNIONS ARE UNABLE TO STEM THE TIDE OF, OR CAPITALIZE ON, GLOBAL ECONOMIC AND CULTURAL CHANGES.

The economy has become global in nature and technologically advanced with the advent of the Internet and its affiliated capabilities. A customer can buy an automobile manufactured in the U.S. from a dozen manufacturers. This provides freedom of choice which is vital to our way of life. In the past, Chrysler, Ford and GM competed against each other. Now all three are lumped into the category of "Detroit" and must now compete in a global marketplace against companies like Toyota, Daimler, Fiat, Hyundai and Renault. The clothes that you wear are mostly made in foreign shops and sold at Wal-Mart and Target. Online ordering with LL Bean has eliminated the brick and mortar stores, with accompanying local jobs.

The shift in beer manufacturing to mass production has coincided with consolidations within the beer industry, and the elimination of thousands of jobs. Today, three major brewers, (Molson-Coors, SAB Miller, and Anheuser-Busch InBev) control 95% of beer production in the U.S.[5] The result has been the elimination of hundreds of small breweries that brewed full-flavored beers and employed thousands of people, many of them unionized.

Culturally, research shows that today's Generation Y – those born after 1985 - is one that is constantly wired into the 24/7 world and is not likely to be constrained by a 3-year contract at 40 hours per week where job behavior is restricted.[6] They cherish their freedom to move about freely, develop their professional and social network, pad their resume with additional skill sets, and participate in decision-making events. Employees are increasingly demanding that their employers provide a work environment that typically cannot be negotiated in a contract session. Issues like environmentally progressive policies, work-life balance, and skills development are critical to this generation. They do not look to the union to provide it. Rather, they look to the organization and to the community for these satisfiers. And, they are mobile enough to go to wherever it is provided.

6. UNION MEMBERS ARE INCREASINGLY DEMANDING THAT THEIR LEADERSHIP DELIVER MEMBERSHIP BENEFITS THAT THEY CANNOT GIVE.

Employees are smarter than ever. They can read the newspapers and the Internet and understand the pressures affecting their company and industry. They are scared for their jobs and their unions are not addressing their fears. Objectors to the so-called Employee Free Choice Act note that, if unionized, many small business owners will be forced to shut down rather than to absorb the cost of a union contract. According to the Schenectady, NY Chamber of Commerce, most small businesses within its membership are staying in business just by the skin of their teeth.[7] In a small business unfriendly state like New York, any form of additional costs would have a strong and negative impact on their ability to stay in business. Unions have not been able to generate sustainable cost/benefit arguments justifying the value of a unionized workplace.

7. HIGHER WAGES, BENEFITS AND JOB SECURITY ARE NOW NON-STARTERS.

Being the leader in salaries and benefits is causing nervousness among the employees working for those companies. They want to know if the company can sustain those wages. Under extreme competitive pressures, corporations have learned to be very judicious in the allocation of corporate assets, e.g. labor. Over the past several decades, well-paying union jobs in the Northeast migrated to southern states where the cost of labor was less and state governments did more to attract corporate investment. Now, even those jobs are being outsourced to foreign locations, and there is very little that the unions can do to prevent it. Conversely, foreign companies such as Toyota and Honda are operating in states where the labor relations issues are less restrictive than in other parts of the country. Further, with access to multiple forms of information such as the Internet, blogs, websites and the media, the employees have become much more savvy regarding the economic condition of their company and the industry. They understand that the Jobs Bank program at General Motors may be a good idea conceptually, but is unsustainable in real economic life.

8. THE PLAYING FIELD IS NOT LEVEL.

At the end of World War II, the US had virtually no meaningful international competition. Europe and Japan were devastated by the effects of the war. We were free to establish our own economic rules without regard to external competitive pressures. Ford, GM and Chrysler competed against each other. Local banks competed with local banks. McDonalds fought Burger King for the fast food business. Life was good. Then came competition, most notably with the first gas crisis in 1973 when the price of a gallon of gas shot up from 38 cents to 92 cents!

European and Asian economies rebounded and began, for the first time, to challenge American superiority. Unfettered by American work rules and laws, and the so-called legacy costs, foreign operations were able to provide the same or similar quality of goods and services as their American counterpart, but at a much lower cost per unit. True, there were and are abuses with child labor and unhealthy work conditions, but American industry flocked to these off shore sites for the financial benefits of lower labor costs. Conversely, foreign companies began to invest in American industries by demanding conditions unheard of in American unions.

What can unions do to better serve their membership? Here are some suggestions:

•Establish a value metric that improves competitive advantage for the organization. Value is something that is perceived by the customer and justifies the price paid for the product or service. Your union must justify to the customers who buy your product or service why union workers generate competitive advantages for the customers over non-union workers. What good are higher wages and benefits to the employees if the fewer customers are buying what you sell and the company is sliding into bankruptcy;

•Focus your negotiating efforts and results on the customers who buy your products – not the membership. Every contract negotiation session must focus on the end user of your product or service. It is not the employee! They are but one of a series of vital tools necessary to convince the consumer to buy your product or service. Clearly, without the employees, no product or service would be produced. However, with out the customer, there is no need for the employees or the company or the union. The skill and the art of business is in convincing the customer to buy your product at the price you wish to charge. Unions must expand their focus to include the customer needs and desires and understand clearly why the customers buy from them. The Cadillac division of General Motors does not sell automobiles. It sells prestige and status. It competes with furs, jewelry, yachts and other high end goods valued by the customer. Negotiating strategies must be conducted with the customer firmly in mind. Any improvements in topics such as salary, benefits and job security must be tailored to the company's ability to sell what the customers want and are willing to pay for.

• Help the company increase revenue and decrease costs. Within your own household, tough economic times means carefully examination your income and your expenses. Your household operating plan is to have more money left over at the end of the month, rather than to have more month left over at the end of the money. Organizations are managed in exactly the same way. They must remain solvent and profitable. If they are successful, the company stays in business, union members retains their jobs, and union dues continue to be collected. The current legislative activity of the unions is aimed at increasing union membership in companies, thus generating additional income through dues-paying members. It does not address the competitive pressures facing these organizations that threaten their very existence. The ultimate focus on negotiating strategies is to help the company stay in and grow the business. Anything less than that invites economic disaster for all parties.

"Now (...) employees who are affected by work-place issues get better results by seeking redress through the courts rather than the unions."

•Get over the adversarial mindset of your ancestors. Smart negotiators on both sides argue their interests, not their positions.[8] For every business decision, there is a cost/benefit analysis that must be made. From that analysis comes arguments designed to advance a particular point of view. It is frequently not a question of right vs. wrong, but who has done a better job of analyzing the data and developing a superior argument. To the business owners, executives and union leadership, you are not enemies of each other. Get over it and start focusing on keeping your company in business against aggressive competition in a very un-even playing field.

If your union can help me stay in and grow my business against unrelenting competitive, financial and government pressures, I would gladly sit down with you and welcome your advice and participation. Unless you can directly improve the condition of my company, you will provide little value to me, my customers and my owners. I fear that you will become completely irrelevant.

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15 τρόποι για ευτυχία και επιτυχία στην εργασία

Είμαστε στη δουλειά μας για τουλάχιστον οκτώ ώρες την ημέρα, γι' αυτό και θα πρέπει να προσπαθούμε να κάνουμε τον χώρο που εργαζόμαστε όσο πιο ευχάριστο γίνεται .

Σίγουρα η καλή επικοινωνία μεταξύ Διεύθυνσης και Προσωπικού και οι φιλικές σχέσεις με τους συναδέλφους παίζουν καθοριστικό ρόλο στο να είμαστε ευχαριστημένοι στην εργασία. Ωστόσο, η ατομική μας στάση, υιοθετώντας δηλαδή ευχάριστη και θετική στάση, μπορεί να συμβάλει σημαντικά στην εργασιακή μας ευτυχία. Μερικές ενέργειες που θα μπορούσαμε να κάνουμε ώστε να είμαστε πιο χαρούμενοι και κατά συνέπεια παραγωγικότεροι:

ΕΙΜΑΙ ΟΡΓΑΝΩΜΕΝΟΣ/Η

Φτιάχνω ένα υλοποιήσιμο πρόγραμμα και οργανώνομαι σωστά θέτοντας τις προτεραιότητες της εβδομάδας και της ημέρας αρχίζοντας από τις πιο σημαντικές. Μπορώ να αφιερώνω 15 λεπτά στην αρχή της ημέρας για να κάνω αυτό τον προγραμματισμό. Αλλά το κυριότερο προσπαθώ τόσο να έχω ξεκάθαρους στόχους όσο και να κατορθώνω να τους υλοποιώ.

ΠΡΟΣΑΡΜΟΖΟΜΑΙ

Το να έχω ευέλικτη σκέψη με βοηθά στο να προσαρμόζομαι και να είμαι ανοιχτός/η στις αλλαγές. Αυτό αποτελεί τον υπ' αριθμό ένα παράγοντα επιβίωσης στους σύγχρονους οργανισμούς.

ΜΑΘΑΙΝΩ ΣΥΝΕΧΩΣ ΚΑΙ ΑΝΑΠΤΥΣΣΟΜΑΙ

Αναζητώ συνεχώς ευκαιρίες για μάθηση και βελτίωση των ικανοτήτων μου, ώστε να ανανεώνομαι και να διατηρείται ο ενθουσιασμός μου για εργασία.

ΠΡΟΣΠΑΘΩ ΝΑ ΔΗΜΙΟΥΡΓΩ ΚΑΙ ΝΑ ΔΙΑΤΗΡΩ ΦΙΛΙΚΕΣ ΣΧΕΣΕΙΣ ΣΤΗΝ ΕΡΓΑΣΙΑ

Επιδεικνύοντας φιλικότητα, συνεργασία και ομαδικό πνεύμα αυξάνεται σημαντικά η παραγωγικότητα μου. Εκεί που χρειάζεται ζητώ τη βοήθεια των συναδέλφων μου και σκέφτομαι δημιουργικά για τρόπους που μπορώ να συνεργαστώ με τους άλλους, ώστε να φτάσουμε σε υψηλότερα επίπεδα αποδοτικότητας παρά αν εκτελούσαμε μία εργασία ατομικά. Μπορώ, επίσης, να συναναστρέφομαι με άτομα που έχουν τα ίδια ενδιαφέροντα και τρόπο ζωής με μένα. Αυτό με βοηθά να αισθάνομαι πιο άνετα ενώ βρίσκομαι στη δουλειά.

ΑΠΟΔΕΧΟΜΑΙ ΤΟΥΣ ΑΝΘΡΩΠΟΥΣ

Δεν αφήνω τη συμπεριφορά των συνεργατών μου να με επηρεάζει αρνητικά. Αφού δεν μπορώ να αλλάξω τους ανθρώπους που συνεργάζομαι, μαθαίνω πώς να αντιδρώ. Εάν δημιουργούνται εντάσεις προσπαθώ να τις αντιμετωπίσω κατάλληλα. Δεν αφήνω την κακή στάση κάποιου άλλου ατόμου να επηρεάσει αρνητικά τη δική μου διάθεση.

ΒΙΚΥ ΧΑΡΑΛΑΜΠΟΥΣ
Η Βίκυ Χαραλάμπους είναι απόφοιτος του Τμήματος Διεθνών και Ευρωπαϊκών Οικονομικών Σπουδών του Οικονομικού Πανεπιστημίου Αθηνών (Α.Σ.Ο.Ε.Ε.) και έλαβε το μεταπτυχιακό της στην Οργανωτική και Οικονομική Ψυχολογία από το Πάντειο Πανεπιστήμιο. Εργάστηκε στην SHL Hellas, στο Ινστιτούτο Ανάπτυξης ως Υπεύθυνη Επαγγελματικού Προσανατολισμού, στην British American Tobacco, Cyprus στη θέση της Human Resources Executive. Από το Μάιο 2010 εργάζεται ως Υπεύθυνη Προσλήψεων και Διαχείρισης Απόδοσης στον Όμιλο Εταιριών Παπαέλληνα. Είναι μέλος της ερευνητικής ομάδας για τη μελέτη των θετικών συναισθημάτων στον εργασιακό χώρο (www.positiveemotions.gr).

ΜΑΘΑΙΝΩ ΑΠΟ ΤΗΝ ΚΡΙΤΙΚΗ

Δεν απορρίπτω αμέσως την κριτική των άλλων. Μερικές φορές άτομα που μπορεί να μη συμπαθώ μπορεί να μου δώσουν πιο ειλικρινή ανατροφοδότηση. Δεν το παίρνω προσωπικά. Ακούω, το επεξεργάζομαι και μετά αποφασίζω ποια θετική ενέργεια θα ακολουθήσω.

ΔΗΜΙΟΥΡΓΩ ΕΥΧΑΡΙΣΤΟ ΠΡΟΣΩΠΙΚΟ ΧΩΡΟ

Σκέφτομαι πράγματα που με ευχαριστούν και διακοσμώ με αυτά το γραφείο μου. Τοποθετώ εικόνες που με κάνουν να χαμογελώ και γενικά να νιώθω όμορφα.

ΔΙΑΤΗΡΩ ΚΑΛΗ ΥΓΕΙΑ

Το να τρέφομαι σωστά και να πίνω άφθονο νερό κατά τη διάρκεια της ημέρας μου δίνει ενέργεια. Επίσης, βοηθά στο να έχω καλύτερη στάση για τον εαυτό μου και το περιβάλλον μου.

ΑΦΟΣΙΩΝΟΜΑΙ ΑΠΕΡΙΣΠΑΣΤΑ ΣΤΗΝ ΕΡΓΑΣΙΑ ΜΟΥ

Εάν με κυριεύουν τα προσωπικά μου προβλήματα ενώ είμαι στη δουλειά είναι δύσκολο να συγκεντρωθώ στα καθήκοντα μου. Εάν η ζωή μου είναι γεμάτη στρες, είναι δύσκολο να έρχομαι χαρούμενος στη δουλειά. Όπως ακριβώς πρέπει να αφήνω τη δουλειά στη δουλειά, χρειάζεται να αφήνω τα προσωπικά μου προβλήματα στο σπίτι. Εάν επιθυμώ, λοιπόν, να είμαι παραγωγικός στην εργασία θα πρέπει να επικεντρώνομαι στα θέματα που αφορούν τη δουλειά μου.

ΜΑΘΑΙΝΩ ΝΑ ΑΝΑΠΝΕΩ

Πολλές μελέτες έχουν δείξει ότι οι ασκήσεις για βαθιά αναπνοή βοηθούν στη γενική υγεία. Προσπαθώ, έτσι, να παίρνω βαθιές και διαρκείς αναπνοές κατά τη διάρκεια της ημέρας. Αυτό μπορεί να αυξάνει την ενέργεια μου και να με κάνει να βρίσκομαι σε εγρήγορση. Βοηθά, επίσης, στην εκτόνωση αρνητικών συναισθημάτων όπως ο θυμός και το άγχος.

ΠΑΡΑΚΙΝΩ ΤΟΝ ΕΑΥΤΟ ΜΟΥ

Δεν περιμένω την παρακίνηση να έρχεται πάντοτε από τους άλλους. Γνωρίζω ότι κανένας δεν μπορεί να παρακινήσει κανέναν, αν δεν είναι ο ίδιος παρακινημένος/η.

ΜΠΑΙΝΩ ΣΤΗ ΘΕΣΗ ΤΩΝ ΑΛΛΩΝ

Η ενσυναίσθηση, το να μπαίνω στη θέση του άλλου, είναι η μεγαλύτερη κοινωνική δεξιότητα. Προσπαθώ πάντα να μπαίνω στη θέση των συναδέλφων μου, των πελατών μου και να νιώθω τις ανάγκες, τις σκέψεις και τα συναισθήματα τους. Αυτό με κάνει πολύ πιο αποτελεσματικό/ή στη δουλειά μου και πιο συμπαθή στις σχέσεις μου.

ΕΛΕΓΧΩ ΤΑ ΣΥΝΑΙΣΘΗΜΑΤΑ ΜΟΥ

Δεν επιτρέπω στα αρνητικά συναισθήματα του άγχους, του θυμού, της απογοήτευσης να μπλοκάρουν το μυαλό μου. Γνωρίζω ότι το καλύτερο αντίδοτο για τα αρνητικά συναισθήματα είναι τα θετικά συναισθήματα.

ΔΙΑΘΕΤΩ ΧΙΟΥΜΟΡ

Το χιούμορ εκτονώνει κρίσεις και προλαβαίνει τις συγκρούσεις. Επιστρατεύω το χιούμορ και το χαμόγελο μου στις καθημερινές μου σχέσεις. Δημιουργώ ευχάριστη διάθεση τόσο σε μένα όσο και στους γύρω μου.

ΕΠΙΚΕΝΤΡΩΝΟΜΑΙ ΣΤΑ ΘΕΤΙΚΑ ΤΗΣ ΕΡΓΑΣΙΑΣ ΜΟΥ

Επικεντρώνομαι στα θετικά που μπορεί να μου προσφέρει η εργασία μου παρά στα αρνητικά. Γράφω, για παράδειγμα, 5 στοιχεία τα οποία εκτιμώ και απολαμβάνω στη δουλειά μου.

Διαβάζω αυτή τη λίστα όποτε νιώθω απογοητευμένος/η με τη δουλειά μου. Τονίζοντας τα θετικά μπορεί να γίνει η δουλειά μου πολύ πιο ευχάριστη!

Τέλος, θυμίζω στον εαυτό μου ότι η επιτυχία και η ευτυχία μου στη δουλειά αλλά και στη ζωή μου, γενικά, είναι προσωπική μου υπόθεση και ΔΙΚΗ ΜΟΥ ΕΠΙΛΟΓΗ. Εγώ είμαι υπεύθυνος/η για τις σκέψεις μου, τα συναισθήματα και τις συμπεριφορές μου. Κάθε μέρα, λοιπόν, επιλέγω να κάνω θετικές σκέψεις, να έχω θετικά συναισθήματα και πιο θετικές σχέσεις.

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Fax: 22315760
Email: inform@performa.net
Website: www.performa.net
Contact Person: Dimis Michaelides

POWER IMAGE MISCO
P.O.Box 25447, 1309 Nicosia
Tel: 22660006
Fax: 22661222
Website: www.powerimageservices.com
Contact Person: Stephanie Dikaiou

P&P ICE CREAM
P.O. Box 25040, 1306 Nicosia
Tel: 22445566
Fax: 22835738
Email: human.resource@pandpicecream.com
Contact Person: Jovana Papaphilippou

PRICEWATERHOUSECOOPERS
Julia House, 3 Themistocles Dervis Street, 1066 Nicosia
Tel: 22555000
Fax: 22555173
Website: www.pwc.com/cy
Contact Person: Evgenios Evgeniou, Marios Melanides, Philippos Soseilos

PASCHALIS CONSULTING
P. O. Box 16241, 2087 Nicosia
Tel: 22454547
Fax: 22454548
Website: www.paschalisconsulting.com
Contact Person: Elena Paschali

PRIMETEL PLC
141 Omonia Avenue, The Maritime Centre, Block B 3045, Limassol, P.O. Box 51490, 3506
Tel: 25867000
Fax: 25028422
Email: hr@prime-tel.com
Contact Person: Mrs. Linda Zamboglou
Website: www.primetel.com.cy

PH.H.EASY CATERING (CHATEAU STATUS)
P. O. Box 24540, 1300 Nicosia
Tel: 77771167
Fax: 22445310
Website: www.chateaustatus.com
Contact Person: Phokion Hadjioannou

RENAISSANCE INSURANCE BROKERS LTD
P. O. Box 28391, 2094 Strovolos
Tel: 22311662
Fax: 22313633
Contact Person: Christos Gavriel

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Τ.Θ. 50622, 3608 Λεμεσός
Τηλ: 25881900
Φαξ: 25881777
Ιστοχώρος: www.sbla.com.cy
Εκπρόσωπος οργανισμού: Χαρά Πανέρα

ΣΥΝΤΕΧΝΙΑ ΕΠΙΣΤΗΜΟΝΙΚΟΥ ΠΡΟΣΩΠΙΚΟΥ ΑΗΚ (ΣΕΠΑΗΚ)
Τ.Θ. 24506, 1065 Λευκωσία
Τηλ: 22201007
Εκπρόσωπος οργανισμού: Μιχάλης Μιχαήλ

SONGA OFFSHORE
25 Kolonakiou Street, 4103 Limassol, Cyprus
P.O. Box 54023, 3720 Limassol, Cyprus
Tel: 25 207700
Fax: 25 311175
Email: nneophytou@songaoffshore.com
Contact Person: Mrs. Neophyta Neophytou
Website: www.songaoffshore.com

TSERIOTIS CONSUMER GOODS
P.O.Box 12764, 2252 Nicosia
Tel: 22467110
Fax: 22480379
Website: www.tseriotis-fmcg.com
Contact Person: Kyriakos Andreou

TSYS
P.O.Box 20552, 1660 Nicosia
Tel: 22882600
Fax: 22882884
Website: www.tsyscardtech.com
Contact Person: Kenneth Cuschieri, Zoe Leonidou

UNIVERSAL LIFE INSURANCE PUBLIC CO LTD.
P.O.Box 21270, 1505 Nicosia
Tel: 22882222
Fax: 22882200
Website: www.unilife.com.cy
Contact Person: Kypros Miranthis, Maria Kakouri

UNIVERSITY OF NICOSIA
P.O.Box 24005, 1700 Nicosia
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Fax: 22352057
Website: www.unic.ac.cy
Contact Person: Dina Hassabi, Ifi Christoforou

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Contact Person: Mr. Pavlos Pavlou
Website: www.uclancyprus.com.cy

WORLD TRADE CENTRE LTD
P.O.Box 58023, 3730 Limassol
Tel: 25588116
Fax: 25588299
Website: www.wtccy.org
Contact Person: Styliana Pontiki-Drege

WORKFORCE CYPRUS
1 Nicolaou Skoufa, (Office 202), 2415 Engomi
Tel: 22679800
Fax: 22665535
Website: www.workforcecyprus.com
Contact Person: John Papachristos

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Journal «Άνθρωπος και Εργασία» ("People and Work")	Free
Listing the Organisation in a special page in the journal "People and Work"	Free
The electronic newsletters "Human.Net" and "e-HR Trends"	Free
Participation in seminars, workshops and conferences organised by the Association	Member Rate
Advertising "Job Vacancies" in HR in "Human.Net"	Free
Purchase of research or survey results published by the Association	Member Rate
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Distribution of information by mail to members of the Association	30% discount
Advertisements in the journal "People and Work"	20% discount
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Advertisements in "Human.Net"	30% discount
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ΟΦΕΛΗ ΠΟΥ ΠΑΡΕΧΟΝΤΑΙ ΣΕ «ΟΡΓΑΝΙΣΜΟΥΣ ΜΕΛΗ»

Υπηρεσία / Όφελος	Τιμή
Περιοδικό «Άνθρωπος και Εργασία»	Δωρεάν
Προβολή του Οργανισμού σε ειδική σελίδα στο περιοδικό «Άνθρωπος και Εργασία»	Δωρεάν
Τα ηλεκτρονικά έντυπα «Human.Net» και «e-HR Trends»	Δωρεάν
Συμμετοχή σε σεμινάρια, εργαστήρια, συνέδρια του Συνδέσμου	Τιμή Μέλους
Αγγελίες στο Human.Net για «Κενές Θέσεις» Δ.Α.Δ.	Δωρεάν
Αγορά εκδόσεων για έρευνες και μελέτες που εκδίδει ο Σύνδεσμος.	Τιμή Μέλους
Δικαίωμα να αναγράφεται στα επιστολόχαρτα ότι ο Οργανισμός είναι Μέλος του Συνδέσμου και να μπορεί να γίνεται χρήση του λογότυπου	Δωρεάν μετά από έγκριση
Προσκλήσεις συμμετοχής σε όλες τις εκδηλώσεις που διοργανώνει ο Σύνδεσμος.	Δωρεάν / Τιμή Μέλους
Παροχή συμβουλευτικών υπηρεσιών από μέλη του Συνδέσμου κατόπιν ειδικών διευθετήσεων και ανάπτυξη επαγγελματικών και επιστημονικών συνεργασιών.	Ειδικές Διευθετήσεις
Αποστολή εντύπων σε ηλεκτρονική μορφή στα μέλη του Συνδέσμου	30% έκπτωση
Αποστολή εντύπων μέσω ταχυδρομείου στα μέλη του Συνδέσμου	30% έκπτωση
Διαφημίσεις στο περιοδικό «Άνθρωπος και Εργασία»	20% έκπτωση
Προβολή του Οργανισμού σε ειδική σελίδα της ιστοσελίδας	Δωρεάν
Διαφημίσεις στο «Human.Net»	30% έκπτωση
Χορηγία του «e-HR Trends»	30% έκπτωση

ΝΕΑ ΜΕΛΗ ΤΟΥ ΣΥΝΔΕΣΜΟΥ / NEW ASSOCIATION MEMBERS

ΠΛΗΡΗ/FULL

Ονοματεπώνυμο / Name
Γεωργία Χρυσοστομίδου
Γιώτα Χριστοδούλου
Ειρήνη Παπαδοπούλου
Λουκία Μακρή Χριστοφίδου
Πόλυς Πολυκάρπου
Βαλεντίνη Γεωργίου
Αιμιλία Μανώλη
Αντρέας Κωνσταντίνου
Άννα Χαραλαμπίδου
Λίζα Χαραλάμπους
Νικολίνα Ελευθερίου
Νίκος Κωνσταντινίδης
Χριστίνα Αριστοτέλους
Κυριάκος Κυριάκου
Στυλιανός Χριστοφόρου

ΕΤΑΙΡΙΚΑ/ASSOCIATE

Ονοματεπώνυμο / Name
Ευαγγελία Χρυσάνθου Θεοδοσίου
Ευθυμία Πλότσκα
Ιωάννα Αντρέου
Αχιλλέας Μιλτιάδους
Ιωάννα Λαμπρή
Μαρία Αντωνιάδου

ΦΟΙΤΗΤΙΚΑ / STUDENTS

Ονοματεπώνυμο / Name
Μαρία Γεωργίου
Maria Henderson
Αντρέας Τουμάζου

ΑΝΑΒΑΘΜΙΣΗ ΣΕ ΠΛΗΡΕΣ ΜΕΛΟΣ

Ονοματεπώνυμο / Name
Θεοδώρα Αργυρού

ΟΡΓΑΝΙΣΜΟΙ/CORPORATE

Όνομα οργανισμού / Company Name
myCVpro.com
I.B.C.S. Trading & Distribution Co Limited
Songa Offshore
E.C. Executive Connections Ltd
Primetel Plc
Cyfeed Biofeedback Center Ltd
ICAP Cyprus Ltd
University of Central Lancashire-Cyprus
K.A. Stavrinos Consultants Ltd

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