

ΑΝΘΡΩΠΟΣ και ΕΡΓΑΣΙΑ

ΤΕΥΧΟΣ 36 [ΔΕΚΕΜΒΡΙΟΣ 2012]

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ΜΕ ΤΙΣ ΜΙΣΘΟΛΟΓΙΚΕΣ
ΑΥΞΗΣΕΙΣ ΣΤΗΝ ΚΥΠΡΟ**

Νέο διεθνές πρότυπο
για τη διαχείριση
επιχειρησιακής συνέχειας



ΤΕΥΧΟΣ 36 [ΔΕΚΕΜΒΡΙΟΣ 2012]

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

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Από τη Σύνταξη | From the Editor

Αγαπητά μέλη,

Σας εύχομαι να απολαύσετε άλλο ένα τεύχος του Άνθρωπος & Εργασία στην ανανεωμένη του ηλεκτρονική μορφή. Η νεοσύστατη ομάδα Σύνταξης έχει εργαστεί σκληρά και με πάθος για την εξεύρεση νέων πηγών θεμάτων που να κινούν το ενδιαφέρον των επαγγελματιών Διεύθυνσης Ανθρώπινου Δυναμικού στην Κύπρο. Στις σελίδες που ακολουθούν θα βρείτε πολύ ενδιαφέρουσες μελέτες όπως αυτή από φοιτητική ομάδα του Πανεπιστημίου Κύπρου που καταπιάστηκε με το θέμα του Ageism και τη μελέτη του Δρ Φώτη Παύλου με τίτλο «'Best Practice' HRM: Is it Really Feasible?».

Πολύ επίκαιρα θέματα που περιλαμβάνονται σ' αυτό το τεύχος είναι η μελέτη από τη HAY Group της έρευνας «Τι 'μέλλει γενέσθαι' με τις μισθολογικές εξελίξεις στην Κύπρο;» και το άρθρο «The rise of the Chief Culture Officer». Πολύ σημαντικά επίσης τα θέματα «Και η υπηρεσία Ανθρώπινου Δυναμικού χρειάζεται έλεγχο» και «Αύξηση αποδοτικότητας στο χώρο εργασίας».

Κάπως διαφοροποιημένη μορφή έχει αυτή τη φορά η συνέντευξη με HR Professionals που αυτή τη φορά γίνεται με δύο Διευθυντές Ανθρώπινου Δυναμικού από τον ίδιο όμως όμιλο εταιρειών. Πιστεύουμε πως είναι άκρως ενδιαφέρουσα η σύγκριση!

Όπως πάντα, θα διαβάσετε επίσης, νέα από τα πολλά events που διοργάνωσε ο Σύνδεσμος από το Μάιο μέχρι και το Νοέμβριο (όπως το επιτυχές Ετήσιο Συνέδριο μας, την Ετήσια Γενική Συνέλευση, την Αναφορά Προόδου για το στρατηγικό έργο του ΚυΣυΔΑΔ γύρω από το Διεθνές Πρότυπο Διεύθυνσης Ανθρώπινου Δυναμικού, το HR Breakfast που έγινε τον περασμένο μήνα στη Λεμεσό, όπως και την ανακοίνωση για το φοιτητικό μας διαγωνισμό).

Κική Καλλί
Μέλος Διοικητικού Συμβουλίου ΚυΣυΔΑΔ
Υπεύθυνη Εκδόσεων και Επικοινωνίας

Dear members,

I hope you enjoy another issue of People & Work in its refreshed electronic form. The newly formed Editorial team has worked hard and with passion to find new sources of topics that would interest the HRM professionals of Cyprus. In the pages that follow you will find very interesting studies like the one by students of the University of Cyprus that deals with Ageism and the study by Dr Fotis Pavlou titled «'Best Practice' HRM: Is it Really Feasible?».

Topics of real current interest included in this issue include the study by HAY Group (in Greek) on what is the future of salary developments in Cyprus as well as the article «The rise of the Chief Culture Officer». Also very important themes are dealt with in the articles about the HR departments also needing checking and on increasing performance at the workplace (both written in the Greek language).

You will see a somewhat differentiated format this time of the interview with HR Professionals as this time we interviewed two HR Managers, not just one, but from the same group of companies. We thought the comparison would be interesting!

As always, you will also read the news and updates on many events organised by the Association from May until now (such as the successful Annual CyHRMA Conference, the Annual General Meeting, the Progress Report on the CyHRMA strategic project around the International Standard for HRM, the HR Breakfast that took place in Limassol last month, as well as the Student Competition Announcement).

Kiki Kallis
CyHRMA Board Member
Responsible for Publications and Communication

Ετήσιο Συνέδριο ΚυΣυΔΑΔ 2012

Ακόμη ένα επιτυχημένο ετήσιο συνέδριο διοργάνωσε φέτος ο Κυπριακός Σύνδεσμος Διεύθυνσης Ανθρώπινου Δυναμικού. Το συνέδριο έλαβε χώρα στις 9 Μαΐου, 2012 στο ξενοδοχείο Hilton Cyprus. Το φετινό συνέδριο ξεχώρισε λόγω του ότι ήταν ιδιαίτερα πρακτικό και καινοτόμο.

Οι εργασίες του συνεδρίου άρχισαν με καλωσόρισμα από τους συμπροεδρεύοντες του Διοικητικού Συμβουλίου του Συνδέσμου Βαλεντίνη Γεωργίου - η οποία μίλησε για το ρόλο των επαγγελματιών διεύθυνσης ανθρώπινου δυναμικού ως στρατηγικών συνεργατών - και τον Γιώργο Παντελίδη, ταμία του Διοικητικού Συμβουλίου του Συνδέσμου. Ακολούθησε εισαγωγικό σημείωμα από την κ. Χρυσούλα (Κρις) Μαθά, πρόεδρο του Διοικητικού Συμβουλίου του Συνδέσμου, η οποία σύντομα αλλά δυναμικά εξήγησε ότι εναπόκειται στους επαγγελματίες διοίκησης ανθρώπινου δυναμικού να αντιμετωπίσουν παρούσα την οικονομική κρίση. Επίκεντρο του συνεδρίου ήταν η περιεκτική ομιλία του κ. Ivan Jonaonics, διακεκριμένου προπονητή του ΑΠΟΕΛ που ξεχώρισε για την ταπεινοφροσύνη η οποία τον χαρακτηρίζει. Στην ομιλία του ο κ. Jonaonics μετέδωσε ισχυρά μηνύματα σχετικά με το πώς μπορεί κάποιος να δημιουργήσει μια επιτυχημένη ομάδα. Τα βασικά σημεία ήταν ότι σε μια ομάδα πρέπει να υπάρχουν εμπιστοσύνη και κοινοί στόχοι, αλλά και ο ρόλος του ηγέτη είναι ιδιαίτερα σημαντικός. Ένας καλός ηγέτης πρέπει να έχει την ικανότητα να διαχειρίζεται άτομα με διαφορετικό υπόβαθρο/εθνικότητα, να έχει αυτογνωσία και αυτοπεποίθηση, να είναι ευέλικτος, καθώς και να μοιράζεται την επιτυχία με την ομάδα του. Ο κ. Jonaonics αποκάλυψε στο ακροατήριο ότι, μέχρι που ξεκίνησε την προετοιμασία του για την ομιλία, ποτέ δεν σκέφτηκε πόσο όμοιος είναι ο ρόλος του προπονητή με αυτόν του επαγγελματία διευθυντή ανθρώπινου δυναμικού και πόσο δύσκολος είναι ο ρόλος αυτός. Στο τέλος της ομιλίας του, ο κ. Jonaonics δέχθηκε ερωτήσεις από το ενθουσιώδες ακροατήριο που ήθελε πληροφορίες για το τι είναι αυτό που κάνει έναν επιτυχημένο ηγέτη και μια επιτυχημένη ομάδα. Μια από τις ερωτήσεις ήταν «τι είναι αυτό που σας εμπνέει;» Η απάντησή του ήταν ότι τον εμπνέει η ίδια του η ομάδα. Ως προπονητής έχει περισσότερη θέληση και ενθουσιασμό όταν και η ομάδα του έχει θέληση και ενθουσιασμό. Αυτή η αμοιβαιότητα θετικών συναισθημάτων βοηθά την ομάδα να είναι ισχυρή έναντι της συνεχούς δημόσιας κριτικής που υπάρχει για τα αποτελέσματά της, σε εβδομαδιαία βάση.

Αμέσως μετά την ομιλία του κ. Jonaonics, ακολούθησε το “HRM Challenge Round”, μια καινοτόμα και πρακτική μέθοδος. Συζητήθηκαν οι καθημερινές προκλήσεις που αντιμετωπίζουν οι επαγγελματίες διεύθυνσης ανθρώπινου δυναμικού. Οι συμμετέχοντες είχαν την ευκαιρία να συζητήσουν λύσεις σε βασικά θέματα Ανθρώπινου Δυναμικού που αντιμετωπίζουν οι εταιρείες στην Κύπρο. Οι συμμετέχοντες στο συνέδριο χωρίστηκαν σε μικρές ομάδες και η συζήτηση κάθε ομάδας συντονιζόταν από έμπειρους επαγγελματίες στον τομέα Διεύθυνσης Ανθρώπινου Δυναμικού. Ο σκοπός ήταν να προβληματιστούν και να βρουν λύσεις σε θέματα όπως:

- πώς επιβραβεύουμε ταλέντα σε μια εποχή κρίσης
- πώς αναπτύσσουμε το εποπτικό προσωπικό με σκοπό να εργάζονται κι αυτοί σαν υπεύθυνοι Ανθρώπινου Δυναμικού; μπορεί ο τομέας Διεύθυνσης Ανθρώπινου Δυναμικού να επηρεάσει στρατηγικές αποφάσεις σε περιόδους οικονομικής αστάθειας/ουστήματα αξιολόγησης απόδοσης – αποτελεσματική διαδικασία ή απλώς μια ακόμη διαδικασία, και

■ ποιες είναι οι γνώσεις, δεξιότητες και συμπεριφορά που απαιτούνται για διαφοροποιημένες επιχειρηματικές συναλλαγές. Η διαδραστική διαδικασία που ακολουθήθηκε επέτρεψε στους συμμετέχοντες να ανταλλάξουν γνώσεις, εμπειρίες και πρακτικές σε αυτά όλα τα θέματα.

Το συνέδριο ολοκληρώθηκε με συζήτηση στρογγυλής τραπέζης. Τα μέλη προεδρείου ήταν οι κκ. Μιχάλης Σαρρής (τότε Πρόεδρος του Διοικητικού Συμβουλίου της Λαϊκής Τράπεζας), Χρίστος Παπαέλληνας (Εκτελεστικός Σύμβουλος του Ομίλου C.A. Paraellinas), Δημήτρης Ζορπάς (Γενικός Διευθυντής της Α. Ζορπάς και Υιοί Δημόσια Λτδ.) και Χρίστος Χριστοφόρου (Διευθύνων Σύμβουλος της Deloitte Κύπρου). Συντονιστής ήταν ο κ. Άνδρος Μιχαηλίδης (γνωστός επαγγελματίας στα ΜΜΕ και διευθυντής στην Α.Μ. Επικοινωνία Ltd.). Θέμα της συζήτησης ήταν «Στο μυαλό του Διευθύνοντα Συμβούλου: Διδάγματα... ο δρόμος μπροστά». Κατά τη συζήτηση το κάθε μέλος μοιράστηκε διδάγματα σε θέματα όπως

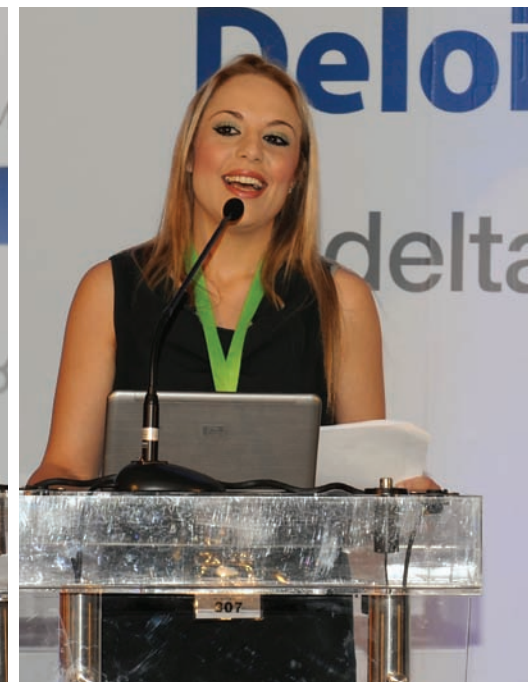
- η εταιρική διακυβέρνηση
- η λήψη αποφάσεων, και
- οι πρακτικές Διεύθυνσης Ανθρώπινου Δυναμικού πριν και μετά την κρίση.

Ιδιαίτερα ενδιαφέρουσες ήταν οι διαφορετικές απόψεις και προσεγγίσεις που εξέφρασαν κατά τη συζήτηση τα μέλη του προεδρείου, που είναι ηγέτες σε διαφορετικούς τομείς.

Στο τέλος της συζήτησης, τα μέλη δέχθηκαν σειρά ερωτήσεων. Μια από αυτές ήταν «πώς μπορούν οι επαγγελματίες και υπεύθυνοι διεύθυνσης ανθρώπινου δυναμικού να σπηρεσουν καλύτερα τους Διευθύνοντες Συμβούλους σε μια οικονομική κρίση»:

- Ο κ. Παπαέλληνας απάντησε «αυτό μπορεί να γίνει με το να γνωρίζει ο υπεύθυνος ανθρώπινου δυναμικού και να κατανοεί πολύ καλά όλες τις λειτουργίες του οργανισμού, να έχει άμεση επαφή με το προσωπικό και λιγότερη γραφειοκρατία».
- Ο κος. Σαρρής απάντησε «ότι αυτό μπορεί να γίνει με το να αναλαμβάνει ο υπεύθυνος ανθρώπινου δυναμικού ηγετικό ρόλο κατά τη διαδικασία αλλαγής», και
- Ο κος. Ζορπάς είπε «αυτό μπορεί να γίνει με το να στέκει ο υπεύθυνος ανθρώπινου δυναμικού δίπλα στον Διευθύνοντα Σύμβουλο προσφέροντας τη γνώμη του ως επαγγελματία διεύθυνσης ανθρώπινου δυναμικού, βασισμένη σε αριθμούς και με το να έχει μια πιο στρατηγική παρά λειτουργική προσέγγιση».

Γενικά, το συνέδριο απέσπασε θετική αξιολόγηση από τους συμμετέχοντες, τους χορηγούς και τα μέλη του ΚυΣυΔΑΔ κυρίως για το ποιοτικό περιεχόμενό του. Διαπιστώθηκε ότι ήταν περιεκτικό, εύστοχο και πολύ πρακτικό. Αποδείχθηκε ξανά ότι το συνέδριο είναι ένα ορόσημο στη συνεχή βελτίωση των επαγγελματιών διεύθυνσης ανθρώπινου δυναμικού με ιδιαίτερη εστίαση σε σημαντικά θέματα του τομέα διεύθυνσης ανθρώπινου δυναμικού στο περιβάλλον της Κύπρου.



2012 CyHRMA Annual Conference

This year the Cyprus Human Resources Management Association organized another successful Annual Conference, held on the 9th of May 2012, at the Hilton Cyprus. This year's conference was characterized by a more practical and innovative approach.

The event began with a welcoming note by the Co-Chairpersons of the CyHRMA Annual Conference, Mrs. Valentini Georgiou, who spoke about the role of HR Business Partners and Mr. George Pantelides, Board Treasurer of CyHRMA. This was followed by an opening address by Mrs. Chris Mathas, the President of the Board of Directors of CyHRMA who briefly but using an allegory made the point that it is up to us the HR professionals how we deal with the economic crisis that we are living in.

A strong keynote address, the highlight of the Conference was delivered by Mr Ivan Jovanovic, the distinguished Coach of APOEL F.C. Mr Jovanovic had a humble approach and yet so many powerful messages on how to build a winning team. The key points were that a team needs to have confidence and common goals. But the leader's role is of outmost importance. He/she needs to manage different cultures, be self-aware, confident and flexible, as well as share the success with his/her team. Mr Jovanovic repeatedly told the audience that he had never thought how much the role of Coach is similar to that of a HR professional but when he started preparing for the conference he realised how much these roles are similar and how difficult they are!

At the end of his speech, Mr Jovanovic accepted many questions from the eager audience who wanted to find out so much about what makes a successful leader and a successful team. One of the questions was "what inspires you?" His response was that his own team inspires him. He finds himself feeling more eager when his own team is eager and enthusiastic. This kind of mutual inspiration helps the team be strong, at the face of constant public criticism generated by the weekly broadcasted results of the team.

Immediately after Mr. Jovanovic's keynote speech what followed was the "HRM Challenge Round." An innovative, practical method of focusing on significant everyday challenges faced by HR professionals. Through the Challenge Round the conference participants had the opportunity to discuss solutions through facilitation on key HR issues that organizations in Cyprus are facing. All conference attendees were divided into smaller groups which were facilitated by experienced HR professionals with the aim of provoking thought on issues such as "how do we reward our talents in a time of crisis?", "how do we evolve our supervisory staff with

the aim to work amongst others as managers of human resources (every manager is an HR manager)", "how can the field of HRM affect corporate decisions in times of economical instability", "Performance appraisal systems – effective process or just another process" and "what are the necessary knowledge, skills and behaviours required for enterprises-based diversified business affairs"? This interactive process allowed participants to share their knowledge, experience and their practices on these issues and to learn from each other.

The Conference was concluded with a panel discussion. The panellists were Mr. Michalis Sarris (Chairman of the BOD of Cyprus Popular Bank), Mr. Christos Papaellinas (Executive Director of C.A. Papaellinas Group), Mr. Demetris Zorbas (General Manager at A. Zorbas and Sons Public Ltd.), and Mr. Christis Christoforou (CEO of Deloitte Cyprus). The panel was facilitated by Mr. Andros Michaelides (a well-known professional in the media and Manager at A.M. Epikinonia Ltd.). The panel discussion's topic was "In the Mind of CEOs: Lessons learned... the way forward". During this discussion, each CEO shared their lessons on issues such as corporate governance, decision making, and HR practices before and during the economic crisis. It was very interesting to hear the views and different perspectives of seasoned leaders from different industries.

At the end of the discussion, the panel accepted a number of questions, one of them being "how can an HR professional best support a CEO during an economic crisis?" to which Mr. Papaellinas replied "by knowing and understanding well all the operations of the company, having direct contact with employees, and less bureaucracy." Mr. Sarris replied "the HR professional needs to take a leading role during the process of change", Mr. Christoforou said "he/she needs to be aligned with the company expectations", and Mr. Zorbas said "he/she needs to stand next to the CEO offering his/ her expert opinion based on numbers, and by having a more strategic rather than operational approach".

Overall the conference generated positive reviews from the participants, sponsors and members, mainly because of its quality content. It was found to be straight to the point and very practical. It proved again to be a milestone for the continuous development of human resource and management professionals, with a strong focus on key HR issues specific to the Cyprus environment.



Ετήσια Γενική Συνέλευση ΚυΣυΔΑΔ 2012

Στις 28 Ιουνίου αργά το απόγευμα προς βράδυ είχαμε την Ετήσια Γενική Συνέλευση(ΕΓΣ) του Συνδέσμου μας που φέτος έλαβε χώρα στο The Press House στην παλιά Λευκωσία.

Η Ημερήσια Διάταξη ήταν πλούσια σε θεματολογία, όπως μας έχει συνηθίσει άλλωστε το Διοικητικό Συμβούλιο αλλά τη συνέλευση μονοπόλησε κυρίως το σημαντικότατο θέμα της αναθεώρησης και έγκρισης του νέου Καταστατικού του Συνδέσμου.

Μετά από το Χαιρετισμό της κ. Χάρις Αναστασιάδου, Βοηθού Γραμματέα του Διοικητικού Συμβουλίου (ΔΣ), η Συνέλευση ξεκίνησε με την έγκριση των πρακτικών της προηγούμενης Ετήσιας Γενικής Συνέλευσης του 2011 από τη Γραμματέα του ΔΣ του ΚυΣυΔΑΔ, κ. Έλενα Σταυρινού.

Ακολούθησε ο απολογισμός του Διοικητικού Συμβουλίου από την Πρόεδρο του Διοικητικού Συμβουλίου κ. Χρυσούλα Μαθά, η οποία ανέφερε τους στόχους της διετίας του σημερινού ΔΣ και σε ποιά βαθμό έχουν ως τώρα εκπληρωθεί. Σημείωσε επίσης τον πολύ υψηλό στόχο που έχει βάλει το ΔΣ για κατοχύρωση του επαγγέλματος στον κλάδο της Διεύθυνσης Ανθρώπινου Δυναμικού στην Κύπρο. Ένα στόχο ο οποίος ίσως να μην πραγματοποιηθεί μέχρι το τέλος της θητείας αυτού του ΔΣ που όμως σίγουρα θα προσπαθήσει για το καλύτερο δυνατό αποτέλεσμα προς αυτή την κατεύθυνση.

Μετά μας μίλησε ο Ταμίας του Συνδέσμου κ. Γιώργος Παντελίδης σχετικά με τα οικονομικά στοιχεία του Συνδέσμου και ανέφερε πως θα ακολουθήσει το Σεπτέμβριο η έκθεση των Ελεγκτών η οποία θα σταλεί στα μέλη μας μέσω ηλεκτρονικού ταχυδρομείου.

Ακολούθως, παρουσιάστηκε και συζητήθηκε εκτενώς το αναθεωρημένο Καταστατικό του Συνδέσμου μας. Αυτή ήταν και η πρώτη αναθεώρηση μετά από 21 χρόνια από την ίδρυση του ΚυΣυΔΑΔ. Η αναθεώρηση αυτή έγινε από ειδική επιτροπή που μελέτησε όλα τα άρθρα του καταστατικού, και με την έγκυρη συμβουλή του Νομικού μας Συμβούλου κύριου Γιώργου Ζ. Γεωργίου, εισηγήθηκε προσθήκες και αλλαγές. Η συζήτηση μας έβγαλε έξω από το χρονοδιάγραμμα της ημερήσιας διάταξης της ΕΓΣ αλλά ήταν απολύτως απαραίτητη. Λόγω της έλλειψης χρόνου δυστυχώς δεν κατέστη δυνατό να γίνει η παρουσίαση από τα μέλη της αποστολής του ΚυΣυΔΑΔ στην Ιταλία με το Πρόγραμμα Ανταλλαγής Επαγγελματιών Leonardo da Vinci. Ανυπομονούμε να την ακούσουμε σύντομα σε κάποιο άλλο event του συνδέσμου.

Πριν το κοκτέιλ στο τέλος όμως, είχαμε την ευκαιρία να ακούσουμε τα ευρήματα από μια πρόσφατη και πολύ ενδιαφέρουσα έρευνα της Hay Group για το ρόλο της Διεύθυνσης Ανθρώπινου Δυναμικού στη νέα εποχή και την αντίληψη που έχουν για αυτήν οι ΔΔΣ (CEOs). Την έρευνα παρουσίασε η Δρ Ιωάννα Μουτάφη της Hay Group Hellas.

CyHRMA Annual General Meeting 2012

In the evening of the 28th of June 2012, we had our Association's Annual General Meeting. This year it took place at The Press House in the old part of Nicosia.

The AGM agenda was rich in topics, as we have been accustomed by the Board but the meeting was mainly monopolised by the review and approval of the association's Constitution, a highly important discussion topic.

After the Assistant Secretary Mrs Charis Anastassiadou welcomed the members the meeting started with the approval of last year's AGM minutes by the CyHRMA Secretary, Mrs Elena Stavrinou.

Our President, Mrs Chris Mathas, reported on the current Board's objectives for its 2 year term and the extent to which they have been achieved. She also noted the very ambitious aim that this Board has set for itself which is the statutory vesting of the HR profession in Cyprus. It was explained that this may not be easy to achieve within the existing term of office but efforts will be continued in order to realize this goal.

The Treasurer, Mr George Pantelides discussed the financials of the Association highlighting the challenges faced and promising that the Auditors' Report will follow in September via e-mail to all members.

What followed was the presentation and thorough discussion of the revised Association Constitution. This was the first time since the CyHRMA's establishment 21 years ago that the Constitution was revised. A special committee was set up to review the previous Constitution which, in cooperation with our association's Legal Consultant George Z. Georgiou, reviewed all articles of the constitution and put forward suggested additions and changes. This necessary and important discussion did however derail the time frame of the meeting but at least a very important job was done.

Due to the lack of time, the International Committee was not able to make the presentation the visit to Italy within the context of the Leonardo da Vinci Mobility Programme. Arrangements will be made for this presentation to take place at some other time in the very near future. Before the cocktail at the end of the meeting, we had the opportunity to listen to the findings of a recent and highly interesting Hay Group study. The research looked at the role of HR in the new era: HR vs CEO's viewpoint of Human Resources. The research findings were presented by Dr Joanna Moutafi of Hay Group Hellas, who made an interesting and thought proving presentation.

HR BREAKFAST OCTOBER 2012

Με επιτυχία στέφθηκε την Τετάρτη 3 Οκτωβρίου το HR Breakfast που διοργανώθηκε από το Σύνδεσμο μας στο Ξενοδοχείο Αμαθούς, στη Λεμεσό με το θέμα Βασικές Αρχές της Κυπριακής Νομοθεσίας περί Πλεονασμών. Οι εισηγητές, κος Γιώργος Ζ. Γεωργίου από το Δικηγορικό Γραφείο Γιώργος Ζ. Γεωργίου & Συνεργάτες και η πρώην Πρόεδρος του Κυπριακού Δικαστηρίου Εργατικών Διαφορών, κα Μόσχω Ζαμπακίδου-Μουρτουβάνη κατείχαν το αντικείμενο πολύ καλά και η παρουσίαση που έκαναν στους συμμετέχοντες ήταν σαφής και κατατοπιστική με διαφωτιστικά παραδείγματα.

ΤΑ ΒΑΣΙΚΑ ΘΕΜΑΤΑ ΠΟΥ ΚΑΛΥΦΘΗΚΑΝ ΗΤΑΝ:

- οι βασικές αρχές του εργατικού δικαίου και το νομικό πλαίσιο μέσα στο οποίο λειτουργεί
- ο θεσμός και η λειτουργία του Δικαστηρίου Εργατικών διαφορών
- η διαφορά μεταξύ απόλυσης και πλεονασμού ενός εργαζομένου
- σε ποιες περιπτώσεις δικαιολογείται η απόλυση εργαζομένων
- τι είναι το Ταμείο Πλεονασμού και πότε δικαιούται ένας απολυμένος αποζημίωση από το εν λόγω Ταμείο
- ο Νόμος περί Ομαδικών Απολύσεων

Η παρουσίαση σε αρκετά σημεία είχε και τη μορφή διαλόγου καθώς οι συμμετέχοντες είχαν ερωτήσεις ή περιστατικά να διευκρινίσουν, γεγονός που έδινε την ευκαιρία και στους υπόλοιπους συμμετέχοντες να εμπλουτίσουν τις γνώσεις τους. Φεύγοντας, ο σύνδεσμος έδωσε σε κάθε συμμετέχοντα από ένα βιβλίο με τον τίτλο Positive Impact, ευγενική χορηγία του Μιχάλη Βιράρντη, συγγραφέα του βιβλίου.

The HR Breakfast of our Association that was held on Wednesday 3 October 2012 at the Amathus Hotel in Limassol concerning the Basic Principles of Cypriot Employment Law was organized with great success. The speakers, Mr George Z. Georgiou from the Legal Office George Z. Georgiou and Associates and the former President of the Cyprus Industrial Tribunals Court, Mrs Moscho Zambakidou-Mourtouvani exhibited a deep knowledge of the subject. Hence, their presentation was clear and precise with illuminating examples of case studies.

THE MAIN TOPICS COVERED WERE THE FOLLOWING:

- the basic principles of employment law and the legal framework under which it functions
- the Industrial Tribunals Court and its operational framework
- the differences between redundancies and dismissals
- cases where employee dismissals are justified
- what is the Redundancy Fund and when employees are entitled to compensation from it
- Collective Redundancies Law

The presentation contained dialogue between the speakers and the audience at times since the participants placed questions of real cases for clarification, and this offered the opportunity to the rest of the participants to enrich their knowledge. Before leaving, the Association offered each participant a book titled Positive Impact, a generous sponsorship by Michael Virardis, author of the book.

ΑΝΑΚΟΙΝΩΣΗ

ΦΟΙΤΗΤΙΚΟΣ ΔΙΑΓΩΝΙΣΜΟΣ ΚΥΣΥΔΑΔ 2012

Ο Κυπριακός Σύνδεσμος Διεύθυνσης Ανθρώπινου Δυναμικού ανακοινώνει τον ετήσιο φοιτητικό διαγωνισμό.

Αν είσαι φοιτητής/φοιτήτρια πτυχίου ή μεταπτυχιακού επιπέδου και φοιτάς στον κλάδο της Διεύθυνσης Ανθρώπινου Δυναμικού ή παρεμφερές τομέα ή έχεις μόλις συμπληρώσει τις σπουδές σου σε κάποιον από αυτούς τους τομείς, τότε πληρείς τα κριτήρια για δικαίωμα συμμετοχής στον επικείμενο Φοιτητικό Διαγωνισμό!!!

Οι υποψήφιοι/ες θα έχουν την ευκαιρία να επιδείξουν τις γνώσεις τους στον τομέα της Διεύθυνσης Ανθρώπινου Δυναμικού, σε μια επιτροπή από καταξιωμένους στο χώρο αυτό, ειδικούς και επαγγελματίες.

Ο νικητής/νικήτρια θα έχει τη σπουδαία ευκαιρία επαγγελματικής ανάπτυξης μέσω συμμετοχής σε πρόγραμμα πρακτικής εξάσκησης για ένα μήνα, στο Τμήμα Συμβουλευτικών Υπηρεσιών Ανθρώπινου Δυναμικού της Deloitte Κύπρου. Θα προσφερθούν επίσης και άλλα δώρα. Βραβεία θα δοθούν και σε αυτούς που έρθουν στη 2η και 3η θέση.

Παρακαλώ επικοινωνήστε με την Ειρήνη Παραδοπούλου, Λειτουργό του Κυπριακού Συνδέσμου Διεύθυνσης Ανθρώπινου Δυναμικού στο ηλεκτρονικό ταχυδρομείο info@cyhrma.org ή στο τηλέφωνο 22318081 για να μάθετε περισσότερα για το πώς μπορείτε να δηλώσετε συμμετοχή.

CYHRMA STUDENT COMPETITION 2012

The Cyprus Human Resources Management Association announces its annual student competition.

If you're a graduate or postgraduate student who is specializing in HR management or a related field or have just completed such studies, you are eligible to participate in the upcoming CyHRMA's Student Competition!!!!

Candidates will get to demonstrate their knowledge in the areas of Human Resource Management to a panel of seasoned HR professionals / experts.

The winner will be offered a great development opportunity, a one-month work internship at the Human Resource Department of Deloitte Cyprus as well as other prizes. Rewards will also be given to those in 2nd and 3rd place.

Please contact Irene Papadopoulou Operations & Member relations Officer of the Cyprus Human Resource Management Association at info@cyhrma.org or at 22318081 to learn more about how to participate!

CyHRMA STRATEGIC PROJECT:

HUMAN RESOURCE MANAGEMENT INTERNATIONAL STANDARD PROGRESS REPORT

As of 2011 our Association has been participating in the Technical Committee of the International Standards Organisation (ISO/TC 260) for establishing global Human Resource Management standards, as the official representative of Cyprus together with the Cyprus Employers' Federation (OEB) and the Cyprus Chamber of Commerce and Industry (KEBE) (Observer status).

The key objective of the project is to arrive at agreed international standards for our profession. This is undoubtedly a lengthy process that typically takes around 5 years to complete. We intend to actively monitor the progress of the project and give you updates as and when something concrete appears.

For the moment we would like to inform you that the first meeting of the international technical committee took place in Washington DC in the USA on 10th and 11th of November 2011 where the following Participant member countries were represented:

Finland	Pakistan
France	Portugal
Germany	Sweden
Netherlands	United Kingdom
Norway	United States

Israel (one of the 19 Observer member countries) also attended the meeting.

ANUMBEROFPARTICIPANTCOUNTRIESGAVEPRESENTATIONS AND DISCUSSIONS TOOK PLACE BEFORE THE FOLLOWING RESOLUTIONS WERE APPROVED BY THE END OF THE 1ST MEETING:

- The Technical Committee (ISO/TC 260) wants to encourage ISO members to join this committee in order to have more global participation in the standards developed by it.
- ISO/TC 260 will establish an internal ISO Liaison with ISO/TC 176 Quality management and quality assurance.
- ISO/TC 260 will establish an internal ISO Liaison with ISO/PC 259 Outsourcing
- ISO/TC 260 will establish a terminology workgroup to develop an internal document to support the work of TC 260.

- ISO/TC 260 will establish Task Groups to study specific topics and make recommendations to the TC to consider.
- ISO/TC 260 will review and discuss the committee business plan at the next plenary meeting.

A very good piece of news has been announced since the first committee meeting. The Chair of ISO TC 260, Lee Webster, announced that the International Labour Office (ILO) has now been convinced to join the standard and following a voting by the TC 260 members the International Organisation of Employers was allowed to join the Technical Committee as a Liaison member.

The Technical Committee has also grown to incorporate Italy as a new Participant member and Denmark, Ireland and Montenegro as Observer members. This amounts now to a total of 35 countries (14 Participant and 21 Observer members) participating in this work stream.

As per the resolutions pointed out above, currently there are 4 Task Groups working in the Technical Committee and they will be required to present their workings at the 2nd meeting, followed by a discussion on potential new work items. The topics that the 4 Task Groups have worked on and will be making recommendations at the plenary meeting in Australia are:

1. Operating model(s) of HR
2. HR practices (including list of effective processes)
3. Metrics – Key social and business impacts
4. Human governance

The second plenary meeting of the technical committee will take place in September 2012 in Melbourne, Australia. There, the resolution drafting committee will be appointed following an examination of the task groups' recommendations, the liaison members will give their presentations and the relationship between ISO/TC 260 and other groups and organisations will be discussed.

Kiki Kalli is the responsible member of the Board of Directors for this project and remains at your disposal should you need any further information.

ΣΤΡΑΤΗΓΙΚΟ ΕΡΓΟ ΚυΣυΔΑΔ:

ΔΙΕΘΝΕΣ ΠΡΟΤΥΠΟ ΔΙΕΥΘΥΝΣΗΣ ΑΝΘΡΩΠΙΝΟΥ ΔΥΝΑΜΙΚΟΥ ΕΚΘΕΣΗ ΠΡΟΟΔΟΥ

Από το 2011 ο Σύνδεσμος μας είναι ο επίσημος αντιπρόσωπος μαζί με την ΟΕΒ και το ΚΕΒΕ της Κύπρου στην τεχνική επιτροπή του Διεθνή Οργανισμού Προτύπων για την ανάπτυξη προτύπων στον τομέα μας, τη Διεύθυνση Ανθρώπινου Δυναμικού υπό την ιδιότητα του Παρατηρητή Μέλους.

Βασικός στόχος του έργου αυτού είναι η κατάληξη σε συμφωνημένα διεθνή πρότυπα για το επάγγελμά μας. Αυτό είναι αναμφισβήτητα μια μακρά διαδικασία που συνήθως παίρνει γύρω στα 5 χρόνια για να συμπληρωθεί. Σκοπεύουμε να παρακολουθούμε συνεχώς την πρόοδο του έργου και να σας δίνουμε ενημέρωση σε τακτά διαστήματα και όποτε οτιδήποτε χειροπιαστό εμφανιστεί.

Για την ώρα θα θέλαμε να σας ενημερώσουμε ότι η 1η συνάντηση της διεθνούς τεχνικής επιτροπής έγινε στην Ουάσινγκτον των ΗΠΑ στις 10 και 11 Νοεμβρίου 2011 όπου αντιπροσωπεύθηκαν οι ακόλουθες χώρες:

Φινλανδία	Πακιστάν
Γαλλία	Πορτογαλλία
Γερμανία	Σουδία
Ολλανδία	Ηνωμένο Βασίλειο
Νορβηγία	ΗΠΑ

Το Ισραήλ (μία από τις 19 χώρες Παρατηρητές) επίσης παρευρέθηκε στη συνάντηση.

ΑΡΙΘΜΟΣ ΑΠΟ ΤΙΣ ΣΥΜΜΕΤΕΧΟΥΣΕΣ ΧΩΡΕΣ ΕΚΑΝΑΝ ΠΑΡΟΥΣΙΑΣΕΙΣ ΚΑΙ ΣΥΖΗΤΗΣΑΝ ΠΡΟΤΟΥ ΟΙ ΑΚΟΛΟΥΘΕΣ ΑΠΟΦΑΣΕΙΣ ΕΓΚΡΙΘΟΥΝ:

- Η Τεχνική Επιτροπή μας (ISO/TC 260) θέλει να ενθαρρύνει άλλα ISO μέλη να λάβουν μέρος στην επιτροπή ώστε να επιτευχθεί πιο διεθνής συμμετοχή στα πρότυπα τυποποίησης που θα αναπτύξει.
- Η επιτροπή ISO/TC 260 θα καθιερώσει εσωτερικό σύνδεσμο με την επιτροπή Διαχείρισης Ποιότητας και Διασφάλισης Ποιότητας ISO/TC 176.
- Η επιτροπή ISO/TC 260 θα καθιερώσει εσωτερικό σύνδεσμο με την επιτροπή ISO/PC 259 Outsourcing
- Η επιτροπή ISO/TC 260 θα ιδρύσει ομάδα εργασίας που θα αναπτύξει ένα εσωτερικό terminology document για υποστήριξη της εργασίας της Τεχνικής Επιτροπής 260.
- Η επιτροπή ISO/TC 260 θα ιδρύσει ομάδες εργασίας που θα μελετήσουν

συγκεκριμένα θέματα και θα δώσουν εισηγήσεις στην τεχνική επιτροπή για να λάβει υπόψη της.

- Η επιτροπή ISO/TC 260 θα αναθεωρήσει και συζητήσει το επιχειρησιακό πλάνο της επιτροπής στην επόμενη συνάντηση.

Ένα ευχάριστο νέο ανακοινώθηκε στο μεταξύ. Ο Πρόεδρος της Τεχνικής Επιτροπής, ο Lee Webster, ανακοίνωσε ότι το Διεθνές Γραφείο Εργασίας (ILO) έχει πλέον πειστεί να λάβει μέρος στο πρότυπο. Μετά από ψηφοφορία των μελών της Τεχνικής Επιτροπής έγινε επιτρεπτό στο Διεθνή Οργανισμό Εργοδοτών να λάβει μέρος στην Τεχνική Επιτροπή ως Liaison μέλος.

Η Τεχνική Επιτροπή έχει μεγαλώσει επίσης με τη συμμετοχή πλέον της Ιταλίας ως Συμμετέχων Μέλος και με τις Δανία, Ιρλανδία και Μοντενέγκρο ως μέλη Παρατηρητές. Η Επιτροπή αποτελείται τώρα από ένα σύνολο 35 χωρών (14 Συμμετέχουσες και 21 ως Παρατηρητές μέλη) στη διεκπεραίωση αυτού του έργου.

Οι 4 Ομάδες Εργασίας της Τεχνικής Επιτροπής θα παρουσιάσουν τη δουλειά τους στη 2η συνάντηση στην Αυστραλία, στα εξής θέματα:

1. Μοντέλο/α χειρισμού Διεύθυνσης Ανθρώπινου Δυναμικού
2. Πρακτικές Διεύθυνσης Ανθρώπινου Δυναμικού (συμπεριλαμβανομένου καταλόγου αποτελεσματικών διαδικασιών)
3. Κριτήρια Μέτρησης – Κύριες κοινωνικές και επιχειρησιακές επιδράσεις
4. Διακυβέρνηση ανθρώπων

Θα ακολουθήσει συζήτηση πάνω σε πιθανά νέα θέματα εργασίας.

Η δεύτερη συνάντηση ολομέλειας της Τεχνικής Επιτροπής θα λάβει χώρα μεταξύ 23 και 25, Σεπτεμβρίου 2012 στη Μελβούρνη της Αυστραλίας. Εκεί, η επιτροπή προσχεδιασμού των αποφάσεων θα διοριστεί μετά από εξέταση των εισηγήσεων των Ομάδων Εργασίας, τα liaison μέλη θα κάνουν τις δικές τους παρουσιάσεις και θα συζητηθεί η σχέση μεταξύ της Τεχνικής Επιτροπής ISO/TC 260 και άλλων ομάδων και οργανισμών.

Η Κική Καλλή είναι το αρμόδιο Μέλος του Διοικητικού Συμβουλίου για το έργο αυτό και βρίσκεται στη διάθεσή σας για οποιοσδήποτε περαιτέρω πληροφορίες χρειάζεστε.

You Can Prevent Layoffs

Harvard Business Review

When you strip away the fancy jargon, a successful business fundamentally makes more money than it spends. While managers can pull any number of levers to accomplish this, the one they most often choose reads: "Reduce Costs!" And perhaps the most common way they cut costs is to eliminate jobs.

This is why we are so familiar with this PR-fueled refrain in business news: "[Company X] today announced that it will be [reorganizing/consolidating/streamlining] in order to better serve its customers. And oh, by the way, these changes will also save the company [Y million] dollars and result in the elimination of [Z number] of jobs."

In recent months we've heard variations on this theme from companies ranging from HP to GE to Peugeot; as well as from local schools and government agencies. And even though the overall number of job losses is actually decreasing on a year-by-year basis, they are still significant with over 37,000 U.S. cuts announced in June.

What they don't say is that the process of cutting jobs entails a number of hidden costs.

In some cases these costs may be so significant that they reduce or even outweigh the benefits of job elimination. For example, depending on the employee, companies may need to provide severance, extended benefits, and out-placement counseling.

But that's just the tip of the iceberg. In addition to these measurable costs, layoffs cause firms to lose institutional knowledge about how to get things done, disrupt work relationships and patterns, and increase burdens on those who remain. These factors alone can reduce productivity for weeks or months, and can impact product quality, customer-service, and company image. One study of 4000 workers at 318 companies, for example, found that 77% see more errors and mistakes after layoffs than before. Layer on to that the time that managers, HR people, and others spend thinking, planning, and obsessing about layoffs, and the cost goes up even further.

None of this is to suggest that companies should never lay people off. Market forces can change quickly or strategic bets may not pay off, which will force managers to shift strategies or redeploy resources. At the same time, some employees may



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not perform up to the standards required, and companies need to be able to move them out.

However, given the costs involved, perhaps it's time to think about layoffs as a last resort rather than a prime strategy. As a manager, here are some actions that you can take to reduce the likelihood of layoffs in your organization:

First and foremost, watch out for creeping structural complexity.

Just like any living organism, organizations have a tendency to grow, adding unnecessary layers, positions, and locations. As such we end up with headquarter staffs, divisional staffs, regional staffs, and local staffs all creating work that justifies their existence. Maintaining structural simplicity to begin with, with limited layers and as few extra locations as possible, is one way of avoiding layoffs.

Phase out products and services.

Although we are always looking for new ways to benefit customers, often we don't eliminate the ones that have outlived their value. Without sunset laws for outdated products and services, we allow costs and infrastructure to build up that will eventually have to be taken down.

Manage the balance between today's revenues and tomorrow's opportunities.

Managers always have a choice between investing in current operations and innovating for the future. When the balance is overly skewed towards short-term revenues, it's easy to build up costs (and people) that provide results today but cannot be sustained in the long-term.

"Perhaps it's time to think about layoffs as a last resort rather than a prime strategy."

In today's business environment, layoffs have become an accepted fact-of-life and a common tool for managers to maintain profitability. But we might be better off if we spend more time preventing layoffs rather than managing them.

Can human resources ever be a strategic partner

The short answer is: probably no.

The long answer is: yes it most definitely can – if that is what organizational and HR leadership want.

LET'S LOOK AT THE SHORT ANSWER FIRST

Human Resources' beleaguered reputation as a necessary but annoying cost center is well deserved. Far too many HR departments are ill-suited to make meaningful contributions to organizational success. Their general weakness in business acumen and basic financial literacy contributes to their inability to convince other managers that their work provides value to them that helps them achieve their objectives.

HR has a further reputation, perhaps undeserved, as a transactional expert for ideas and policies that other people created. Many of them are appropriate for the proper conduct of business, but to line managers, they seem pointless, counterproductive and burdensome. While adept at obeying and enforcing employment laws and regulations, HR has failed to make the link between these laws and improving the company's competitive advantage or business health. Thus, HR has trained itself to be a superb defensive player rather than a pro-active participant in the business game. Employees who wish to develop and advance their career potential and gain exposure to increased responsibilities are those who can demonstrate improvements to the quantitative as well as qualitative metrics that govern departmental and executive decision making.

THE LONG ANSWER: HR can definitely become a strategic partner if it sees its job as a significant contributor to the company's business goals.

Firstly, executive management must believe that HR needs to play a strategic role beyond that of tactical administration. They must demand that HR play a more strategic role in achieving the company business plan and hold them accountable for delivering this service. In order to do this, the top management team (TMT) must be willing to be transparent regarding its organizational performance metrics. For example, is the company gaining or losing market share? Are the company's gross and net profit margins increasing or decreasing? HR needs to know what these metrics mean and why they are important to the decision making people. From this knowledge, HR can now link their policies and procedures to helping the various departments achieve their objectives, thereby adding recognized value to each transaction.

Secondly, HR professionals must upgrade their financial literacy skills and business acumen so that they can link their work to the performance drivers that keep department managers up at night. To do this, in addition to mastering their transactional responsibilities, HR must develop a clear line of sight between their work and

- the employees who require a strong organizational infrastructure;



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- the work of the department managers whom they support
- the customers who buy their products and services, and
- the owners who expect above average returns on their investment.

These skills are sadly lacking in many of the HR certification programs. It unjustifiably leaves HR out of the development and strategic loop.

Linking strategic HR to a company's business plan is not an easy chore. However, here are some examples to consider:

1. Labour costs. These costs must be managed aggressively in any industry. The result of such management directly affect the cost of production and impacts the company's ability to price its products competitively, grow its profit margins, improve its competitive position, and stay in business. Gross profit margins and costs of goods sold are not in the normal bailiwick of the HR department. However, without understanding the impact of these ratios on a department's performance objectives, any compensation or labour strategy – which is in the purview of Human Resources – will be unnecessarily flawed, perhaps fatally;

2. Performance appraisals: HR must clearly understand the deliverables established for each department within the organization. Should any department fail to achieve its stated objectives, then performance appraisals should reflect this failure. A superior performance rating for less than superior performance achievement should not be tolerated. HR sets the bar for effective and productive performance evaluations and is expected to ensure that a disconnect between actual performance and evaluations does not happen and tactfully present arguments to address this condition.

3. Employee recruitment: Strategic HR recruiters know the difference between hiring a body to fill an opening on an organizational chart and hiring an individual with the knowledge, skills and abilities to achieve the deliverables established for the position. An HR recruiter may be asked to find suitable candidates for an open credit manager position. Without knowing the specific deliverables demanded of this position (e.g. reducing the accounts receivable ratio by 25%), HR may invite for interviews candidates who are not qualified or competent to do the work that is expected.

Developing HR into a strategic partner is a two-way street. HR must develop the business and financial skills necessary to gain and sustain credibility within its business community. With that credibility, top management can demand higher levels of performance from its HR department – and get it!

"HR professionals must upgrade their financial literacy skills and business acumen so that they can link their work to the performance drivers."

Τι 'μέλλει γενέσθαι' με τις μισθολογικές εξελίξεις στην Κύπρο;

Οι τρέχουσες οικονομικές εξελίξεις στην Κυπριακή αγορά έχουν επηρεαστεί άμεσα από την οικονομική κρίση της Ελλάδας και το αβέβαιο και ασταθές οικονομικό περιβάλλον της Ευρώπης. Ως αποτέλεσμα, έπειτα από πολλά χρόνια, ο δείκτης ανάπτυξης να έχει αρνητικό πρόσημο και να βρίσκεται στο -1.2% το 2012, με τον πληθωρισμό να κυμαίνεται στο 3.5% και τις μεσοπρόθεσμες οικονομικές προβλέψεις να είναι δυσοίωνες, επιφέροντας δυσμενείς συνθήκες για τις εταιρίες που δραστηριοποιούνται στην Κύπρο.

Σε αυτή τη συγκυρία, οι προκλήσεις που καλούνται να αντιμετωπίσουν οι εταιρίες είναι αναμφισβήτητα πολύ μεγάλες και πρωτόγνωρες. Όπως έχει αποδειχθεί διεθνώς σε αντίστοιχες περιπτώσεις, σε κλειδί για την επιβίωση και την έξοδο των εταιριών από το τούνελ της κρίσης αναδεικνύεται η αποτελεσματική διαχείριση του ανθρώπινου δυναμικού – που αποτελεί την «καρδιά» της επιχείρησης. Ένας βασικός παράγοντας επιτυχίας είναι τα δίκαια και ευθυγραμμισμένα με τους στρατηγικούς εταιρικούς στόχους πακέτα αμοιβών και παροχών τα οποία θα μεγιστοποιούν την παρακίνηση των εργαζομένων και θα αυξάνουν τη δέσμευσή τους και τον προσανατολισμό τους στα εταιρικά αποτελέσματα, ενώ ταυτόχρονα θα συμβάλουν στη δημιουργία καλού εργασιακού κλίματος. Συνεπώς, ένα σημαντικό ερώτημα που προκύπτει πλέον για τις διοικήσεις των οργανισμών είναι αν οι αμοιβές των εργαζομένων θα πρέπει να αντιμετωπίζονται σαν ένα ακόμα μεγάλο κόστος για την εταιρία, το οποίο πρέπει να μειωθεί, ή αν θα πρέπει να προσεγγίζονται ολιστικά και ορθολογικά, ως μια στρατηγική επένδυση η οποία αν σχεδιαστεί και υλοποιηθεί σωστά θα προσδώσει στην εταιρία μακροχρόνια οφέλη.

Πώς, όμως, δείχνουν να αντιδρούν πραγματικά οι εταιρίες στην Κύπρο σε αυτήν την περίοδο της αβεβαιότητας; Σύμφωνα με την πρόσφατη μεγάλη έρευνα που διεξήγαγε η Hay Group για τις Αμοιβές και Παροχές στην Κυπριακή αγορά, σε δείγμα 47 μεγάλων εταιριών διαφόρων κλάδων, το 59% των εταιριών προέβησαν σε μισθολογικές αυξήσεις το 2012, ποσοστό σημαντικά χαμηλότερο από το αντίστοιχο 90% κατά το 2011. Το μέγεθος των αυξήσεων ήταν επίσης σχετικά χαμηλότερο, από 4.3% το 2011 σε 4% το 2012 ενώ οι περισσότερες εταιρίες δεν έχουν



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αποφασίσει ακόμα την μισθολογική τους πολιτική για το 2013, λόγω της αβεβαιότητας που επικρατεί γύρω από τις οικονομικές εξελίξεις.

Χρειάζεται, όμως, ιδιαίτερη προσοχή για τις εταιρίες οι οποίες σχεδιάζουν να προβούν σε πάγωμα των αυξήσεων, καθώς θα πρέπει να λάβουν υπόψη ότι η προσωρινή μείωση του λειτουργικού κόστους από το πάγωμα των αυξήσεων μπορεί να αποδειχθεί μικρή σε σχέση με το κόστος του αντίκτυπου που δύναται να έχει αυτό στους εργαζομένους και τελικά να φέρει τα αντίθετα αποτελέσματα. Ορίζοντα μέτρα, όπως το πάγωμα των αυξήσεων σε όλους τους εργαζόμενους, μπορεί να ληφθούν από τους αποδοτικούς εργαζομένους ως «επιβράβευση της μετριοτήτας» αφού με αυτό τον τρόπο αντιμετωπίζονται όλοι με τον ίδιο τρόπο, ανεξαρτήτως της συνεισφοράς τους στα αποτελέσματα. Μια πολύ σημαντική επίπτωση μπορεί να είναι η αποχώρηση των πιο ικανών τους στελεχών – των ταλέντων που ουσιαστικά θα βοηθήσουν την εταιρία να βγει από τη δύσκολη κατάσταση να αναπτυχθεί μελλοντικά μέσω της γνώσης, της εμπειρίας και της δέσμευσής τους στον οργανισμό. Εξίσου μεγάλο ρίσκο, όμως, (εκτός από τη δυσκολία και το κόστος κάλυψης μιας κενής θέσης με ικανά στελέχη), είναι να παραμείνουν οι δυσανεκτοί εργαζόμενοι στην εταιρία, δίκως να είναι κινητοποιημένοι να καταβάλουν προσπάθεια για να φέρουν τα αναμενόμενα αποτελέσματα σε μία τόσο κρίσιμη περίοδο.

"Ορίζοντα μέτρα, όπως το πάγωμα των αυξήσεων σε όλους τους εργαζόμενους, μπορεί να ληφθούν από τους αποδοτικούς εργαζομένους ως επιβράβευση της μετριοτήτας."

Θετικό στοιχείο πάντως αποτελεί, ότι σύμφωνα με την έρευνα της Hay Group το 81% των εταιριών στην Κυπριακή αγορά επανεξετάζουν τη μισθολογική τους πολιτική κάθε χρόνο. Σε αυτή την περίοδο περισσότερο από ποτέ, είναι απαραίτητο οι εταιρίες να αναδιαμορφώσουν και να αναπροσαρμόσουν τη συνολική

πολιτική αμοιβών και παροχών τους δίνοντας έμφαση στις αμοιβές βασισμένες στην απόδοση. Παρόλο, όμως, που 77% των εταιριών παρέχουν bonus στους εργαζομένους τους, μόνο το 62% αυτών βασίζουν την παροχή bonus στην ατομική απόδοση των εργαζομένων. Αξίζει, επίσης, να σημειωθεί ότι το μέγεθος των μεταβλητών αποδοχών που αποδόθηκαν στους εργαζόμενους για την απόδοση του 2011 ήταν μειωμένο κατά 30-50% σε σχέση με την περυσινή χρονιά, κυρίως λόγω της μη επίτευξης των στόχων ως αποτέλεσμα της ταχείας αρνητικής αντιστροφής του κλίματος της αγοράς και της μη έγκαιρης αναπροσαρμογής των στόχων. Αυτό καταδεικνύει ότι για να είναι αποτελεσματικό το σύστημα αμοιβών, είναι απαραίτητο να υπάρχει και ένα αξιόπιστο, ρεαλιστικό, ευέλικτο, δίκαιο και αποδεκτό σύστημα διοίκησης της απόδοσης, για αυτό και πολλές (κυρίως πολυεθνικές) εταιρίες επικεντρώνονται στον ανασχεδιασμό των συστημάτων τους αυτή την περίοδο. Τέλος, διαφαίνεται και η τάση επανεξιολόγησης του συνολικού πακέτου αμοιβών μέσω του εξορθολογισμού του κόστους των διαφόρων

παροχών/ωφελημάτων (εταιρικά αυτοκίνητα, πακέτα ιατροφαρμακευτικής κάλυψης, συνταξιοδοτικά προγράμματα) και της μεγιστοποίηση του πραγματικού οφέλους για τον εργαζόμενο.

Φυσικά, απαραίτητη προϋπόθεση για την επιτυχία αυτών των αλλαγών είναι να υπάρχει ανοιχτή και ειλικρινής επικοινωνία με τους εργαζομένους και κλίμα αμοιβαίας εμπιστοσύνης. Πολλά παραδείγματα εταιριών παγκοσμίως δείχνουν πως οι εργαζόμενοι είναι πρόθυμοι να δεχτούν ακόμα και μείωση στο βασικό τους μισθό όταν κατανοούν τις πραγματικές δυσκολίες που αντιμετωπίζει ο οργανισμός τους. Γι' αυτό, λοιπόν, θα πρέπει οι διοικήσεις

να έχουν ανοιχτούς διαύλους επικοινωνίας με τους ανθρώπους τους, ούτως ώστε να αφουγκράζονται τις πραγματικές ανάγκες τους, να δημιουργήσουν κλίμα εμπιστοσύνης αλλά και να μεταδίδουν αποτελεσματικά το όραμα και τους βραχυχρόνιους και μακροχρόνιους στρατηγικούς στόχους της εταιρίας.

"Είναι απαραίτητο οι εταιρίες να αναδιαμορφώσουν και να αναπροσαρμόσουν τη συνολική πολιτική αμοιβών και παροχών τους."



Strengths vs. Learned Talents

The traditional approach to training - fixing what is wrong - has given way to a widespread belief that you should play to your strengths. People love this idea. Dr Lyle Spencer, one of the founders of the competency movement, summed it up by saying: “You can teach a turkey to climb a tree, but it is easier to hire a squirrel.”

HR professionals also love the idea that if people believe talents are learned, not innate, they perform better. Not only is this idea very empowering - “be strong and you can master any skill”—it is backed by solid research.

The only problem is that these two ideas are contradictory. If someone is not good at sales, should you follow the ‘strengths’ camp and tell them to give up, or the ‘talents are learned’ camp and tell them to keep trying?

SEEKING RESOLUTION

There is value in both the ‘strengths’ and ‘talents are learned’ ideas. The trick is to see them as perspectives rather than laws of behaviour. With any skill there is a learning curve where increased effort delivers increased ability. If a skill is one of your strengths, you will go up that curve quickly. Also, for any skill there is a payoff curve such that an increase in skill might be worth a little or a lot. If you are good at persuasion then playing to that strength can lead you to excel.

If you are good at persuasion, but on the verge of getting fired because you never hand in reports on time, then fixing that weakness will have a big payoff. Of course, fixing the weakness requires the belief that talents can be learned.

So which skills should you put effort into? The answer is those skills where the effort it takes to move up the learning curve delivers a payoff. Often but not



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always those skills are also strengths, since you move up the learning curve quickly. At the same time, often but not always, it makes sense to believe that skills are learned not innate since this belief enhances skill development. However, if you want to be a figure skater but have poor coordination then the belief that skills are learned may lead you down an unproductive path.

THE DOWNSIDE OF CURVES

The talk of learning curves and payoff curves is very logical, but when one wants to give advice explaining this kind of algebra is not very practical. If we have two main training perspectives, play to your strengths and skills can be learned then it is a question of pulling out the one appropriate for the situation, not becoming a hardened advocate of one school or another.

Phrases like ‘play to your strengths’ become a short-hand way of saying ‘In this particular case, this rule of thumb is appropriate.’

Thinking of management as a collection of rules of thumb to be applied where relevant, as opposed to laws of behaviour that always hold, allows us to comfortably manage contradictions. It even leads us to doubt ourselves if we do find we are not dispensing contradictory advice. If you always say “Play to your strengths” or always say “Skills can be learned” then you are not adding value. Your value comes from your experience and ability to recognize patterns such that you can distill a complex situation and give the helpful, simple advice that someone needs.

Και η υπηρεσία ανθρώπινου δυναμικού χρειάζεται έλεγχο

Όταν η Υπηρεσία Ανθρώπινου Δυναμικού (ΥΑΔ) πρωτοεμφανίστηκε στις αρχές του 20ού αιώνα υπό τη μορφή των «Υπαλλήλων Ευημερίας» ή των «Κοινωνικών Γραμματέων», ο ρόλος τους ήταν συντονιστικός, δηλαδή να μεσολαβούν μεταξύ των υπαλλήλων και των εργοδοτών, ούτως ώστε να παρέχονται στους πρώτους τα απαραίτητα για να ζουν. Αργότερα, οι συντονιστές αυτοί ονομάστηκαν «Λειτουργοί Εργασίας», ύστερα «Προσωπάρχες» ή «Διευθυντές Προσωπικού» και, τέλος, «Διευθυντές Ανθρώπινου Δυναμικού».

Αρχικά, λόγω και των εκάστοτε τίτλων τους, οι Λειτουργοί της ΥΑΔ ήταν τα «καλά παιδιά» των επιχειρήσεων, αφού φρόντιζαν για την ευημερία των συναδέλφων τους και για την επίλυση των διαφορών τους με τους εργοδότες τους.

Αργότερα, με τις υποχρεώσεις που επέβαλαν στις επιχειρήσεις η αυστηρή εργατική νομοθεσία, οι κανονισμοί ασφάλειας και υγείας, οι νόμοι περί προσωπικών δεδομένων και οι λεπτομερείς συλλογικές συμβάσεις με τις συντεχνίες, συνέτειναν ώστε οι Λειτουργοί της ΥΑΔ, από «καλά παιδιά» να μετατραπούν σε «κακά παιδιά». Αυτό οφειλόταν στο γεγονός ότι η ΥΑΔ επιφορτίστηκε με δύσκολα και επαχθή καθήκοντα όπως ο χειρισμός πειθαρχικών υποθέσεων, η επιβολή ποινών, οι απολύσεις κλπ.

Την ίδια περίοδο, οι επιχειρήσεις δεν έδιναν ιδιαίτερη σημασία στη στελέχωση των ΥΑΔ, αφού οι Λειτουργοί της επιλέγονταν με βάση την αυστηρότητα και την τυπολατρία τους. Έτσι, η Υπηρεσία κατάντησε ουραγός στη λήψη στρατηγικών αποφάσεων.

Τα τελευταία χρόνια, ιδιαίτερα από τότε που η Υπηρεσία πήρε τη σημερινή της ονομασία (ΥΑΔ) ο ρόλος της αναβαθμίστηκε και σήμερα θεωρείται ένας από τους σημαντικότερους παράγοντες που καθορίζουν τον στρατηγικό προγραμματισμό της επιχείρησης.

ΕΛΕΓΧΟΣ ΥΠΗΡΕΣΙΑΣ ΑΝΘΡΩΠΙΝΟΥ ΔΥΝΑΜΙΚΟΥ

Ο έλεγχος της ΥΑΔ είναι μια συστηματική διαδικασία, η οποία εξετάζει τη στρατηγική της Υπηρεσίας, την πολιτική της και τις διαδικασίες που αυτή εφαρμόζει.

Όπως κάθε άλλος έλεγχος, έτσι και ο έλεγχος της ΥΑΔ περνά από τα εξής στάδια:

■ Καθορίζονται οι στόχοι και οι σκοποί του ελέγχου

■ Αναλύονται τα αποτελέσματα του ελέγχου και εντοπίζονται τα δυνατό και τα αδύνατα σημεία των διαδικασιών που ακολουθούνται

■ Καταρτίζεται σχέδιο δράσης για ανασκόπηση και βελτίωση του όλου συστήματος

■ Υποβάλλεται έκθεση στην ανώτερη ηγεσία της επιχείρησης για τους τομείς που κάλυψε ο έλεγχος, την αποτελεσματικότητά τους, τυχόν ελλείψεις, και εισηγήσεις για βελτίωση της κατάστασης.



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

ΚΥΡΙΟΙ ΤΟΜΕΙΣ ΕΛΕΓΧΟΥ

Ο έλεγχος καλύπτει όλο το φάσμα των δραστηριοτήτων της ΥΑΔ με ιδιαίτερη έμφαση στα πιο κάτω:

■ Προγραμματισμός

Γίνεται ποιοτική και ποσοτική αξιολόγηση του υφιστάμενου προσωπικού, και αξιολογούνται οι μελλοντικές ανάγκες, τα σχέδια διαδοχής, οι αποχωρήσεις κλπ.

■ Στελέχωση

Αξιολογούνται οι μέθοδοι και οι διαδικασίες που ακολουθούνται στις προσλήψεις, τα έξοδα προσλήψεων, η αποτελεσματικότητα στην πλήρωση των κενών θέσεων, κατά πόσο προσλαμβάνονται οι κατάλληλοι υποψήφιοι κλπ.

■ Αξιολόγηση προσωπικού

Αναλύονται οι μέθοδοι που χρησιμοποιούνται για την αξιολόγηση του προσωπικού, και η αποτελεσματικότητά τους.

■ Εκπαίδευση και ανάπτυξη

Αναλύονται τα είδη και οι σκοποί της εκπαίδευσης, μελετούνται τα εκπαιδευτικά προγράμματα, αξιολογείται το προσωπικό μετά την εκπαίδευση (για να εξακριβωθεί η αποτελεσματικότητα της εκπαίδευσης), αναλύονται τα προγράμματα ανάπτυξης, μελετούνται οι περιγραφές εργασίας κλπ.

■ Μισθοί και ωφελήματα

Αναλύονται οι μέθοδοι που χρησιμοποιούνται για την παρόθηση του προσωπικού και τα προσφερόμενα κίνητρα.

■ Λειτουργοί ΥΑΔ

Αναλύονται οι μέθοδοι που χρησιμοποιούν όσοι εργάζονται στην ΥΑΔ και εξετάζεται κατά πόσο οι μέθοδοι αυτές συνάδουν με το εταιρικό ήθος (την κουλτούρα) της επιχείρησης.

Ο έλεγχος της ΥΑΔ αποτελεί ένα ισχυρό όπλο για βελτίωση της Υπηρεσίας, αφού, με τον έλεγχο γίνεται κατορθωτό να ευθυγραμμιστούν οι πρακτικές που ακολουθούν οι Λειτουργοί της με τη στρατηγική της επιχείρησης, να εντοπιστούν τυχόν ελλείψεις και να γνωρίσει η ανώτατη ηγεσία της επιχείρησης τις διαδικασίες που ακολουθούνται. Τέλος, ενημερώνονται οι αξιωματούχοι της επιχείρησης για τυχόν μελλοντικούς κινδύνους – από ποιοτική και ποσοτική έλλειψη προσωπικού – και ενισχύεται η δέσμευση των Λειτουργών της ΥΑΔ για συνεχή βελτίωση.



Active ageing

The World Health Organization gives the following definition to the phrase “Active ageing”: “Active ageing is the process of optimizing opportunities for health participation and security in order to enhance quality of life as people age.”

by UNIVERSITY OF CYPRUS HRM STUDENTS
DENKA KOVACHEVA | LINNA SO | MARGAUX DE BOECK | MARKO VIRTANEN

According to the United Nations a person is considered old, if he/she is over 60 years. This may seem too early to call old in the developed societies, where greater life expectancy occurs.

We should know that chronological age is not a marker for the changes that accompany ageing – there are variations in the way time reflects on people physically and mentally. Countries should consider these factors when developing policies for their “older” population. The ageing of population rises some socio-economic concerns:

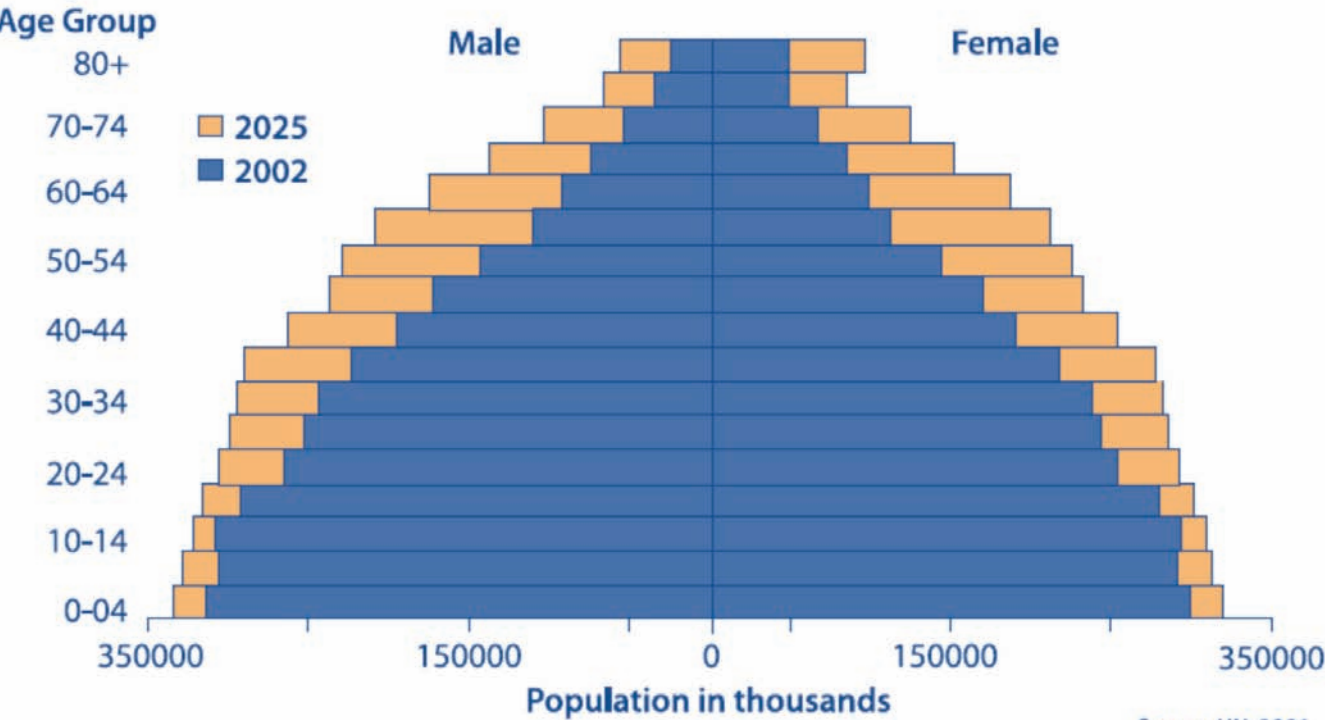
- How to help people remain active while growing old
 - Will a large number of old people bankrupt the health care and social system
- Entering the 21 century the ageing population is putting social and economic demands on all countries. Still the World Health Organization states that countries can afford to “get old” if their governments, organizations and civil

society make the participation, health and security of older people better. These measures to help older people remain active are necessary for all the countries in the world.

The population of people over 60 is the fastest growing age group in the world. Between 1970 and 2025 this group will grow to 694 million, 223% growth rate. This means that in 2025 there will be a total number of about 1,2 billion people over the age of 60, in 2050 – 2 billion with 80% living in developing countries. Age composition is the proportionate numbers of children, middle-aged adults, young adults and older adults in any country. The ageing of population means that there is a decline in the proportion of children and young people and increase in the proportion of people over 60 years old. That means that figure 1 will become more cylinder-like, not triangular pyramid like it is now.

Fertility rates decrease, longevity increases and that leads to more “greying” in

Figure 1. Global population pyramid in 2002 and 2025



the world population, despite shortage in life expectancy in the African world (due to AIDS) and some other countries (due to other medical diseases). The fertility rates are sharply decreasing all over the world. By the year of 2025, 120 countries will reach total fertility rates below the replacement level – the average fertility rate now is 2,1 children. This will be a very substantial increase compared to 1975 when only 22 countries had a total fertility rate below or equal to the replacement level.

Nowadays the population ageing is more associated with the more developed country regions – nine out of the ten countries with more than 10 million inhabitants and largest older people group are in Europe. By 2025 the population over the age of 60 will be 1/3 of the population of countries like Japan, Germany, Italy and then other European countries.

Table 1. Countries with more than 10 million inhabitants (in 2002) with the highest proportion of persons above age 60			
2002		2025	
Italy	24.5%	Japan	35.1%
Japan	24.3%	Italy	34.0%
Germany	24.0%	Germany	33.2%
Greece	23.9%	Greece	31.6%
Belgium	22.3%	Spain	31.4%
Spain	22.1%	Belgium	31.2%
Portugal	21.1%	United Kingdom	29.4%
United Kingdom	20.8%	Netherlands	29.4%
Ukraine	20.7%	France	28.7%
France	20.5%	Canada	27.9%

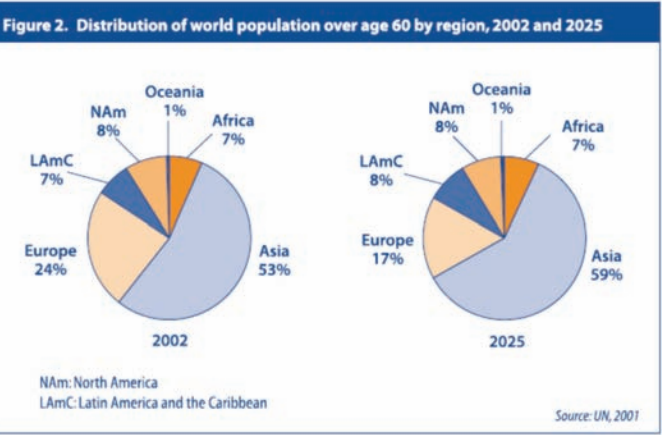
Table 2. Absolute numbers of persons (in millions) above 60 years of age in countries with a total population approaching or above 100 million inhabitants (in 2002)			
2002		2025	
China	134.2	China	287.5
India	81.0	India	168.5
United States of America	46.9	United States of America	86.1
Japan	31.0	Japan	43.5
Russian Federation	26.2	Indonesia	35.0
Indonesia	17.1	Brazil	33.4
Brazil	14.1	Russian Federation	32.7
Pakistan	8.6	Pakistan	18.3
Mexico	7.3	Bangladesh	17.7
Bangladesh	7.2	Mexico	17.6
Nigeria	5.7	Nigeria	11.4

In all countries around the world, mostly in developed ones, the older population is ageing itself. People over the age of 80 number around 69 million, most of the living in developed regions. The people over the age of 80 are one percent of the world’s population and three percent of the population of developed countries and they are the fastest growing segmentation of the ageing population.

In developed, but also in less developed countries a concern arises about whether a shrinking labor force will be able to support the part of the country population that is considered to be dependent on others – children, older people, etc. Right now in Japan there are 39 people over the age of 60 for every 100 in the age group 15-60. In 2025 this number will rise to 66.

In 2002 about 400 million people with the age of 60 and above lived in the developing world. By the 2025 this number will increase to about 840 million which will be 70% of all the old people on the Earth. Over half of these people will be living in Asia. Asia’s share of the world’s older population will continue to expand, but Europe’s share as a proportion to the global older population will get the biggest over the next two decades.

If we make a comparison between the developed countries and the developing ones we will see that socio-economic development in the developing countries did not go along with ageing population. In developed countries the population ageing was a gradual process coming after steady socio-economic growth, after several decades and generations. In developing countries the ageing of population is compressed into 2 or 3 decades. Thus the population of developing countries is getting older before any increase in wealth occurs.



IMPACT ON COMPANIES & HR PRACTICES

Because life expectancy increases across Europe, pension ages are rising. Many employees fear that they will not be able to have a respectable job until they can retire on a decent pension. It’s important to raise awareness about this matter and promote measures that create better opportunities for older people to remain active. Encouraging older workers to work longer is essential. But this of course requires some effective incentives, such as improvement of working conditions (e.g. flexible working hours), giving the older workers the chance to access a lifelong learning programme and the review of tax and benefit systems. Not only does the employee’s point of view have to change, also the HR managers point of view. It’s essential that negative stereotypical attitudes and age discrimination towards older workers are destroyed.

The core of the active ageing policies is to enable people to continue to work according to their capacities and preferences. This would also help to offset the rising costs in pensions and income security schemes as well as those related to medical and social costs.

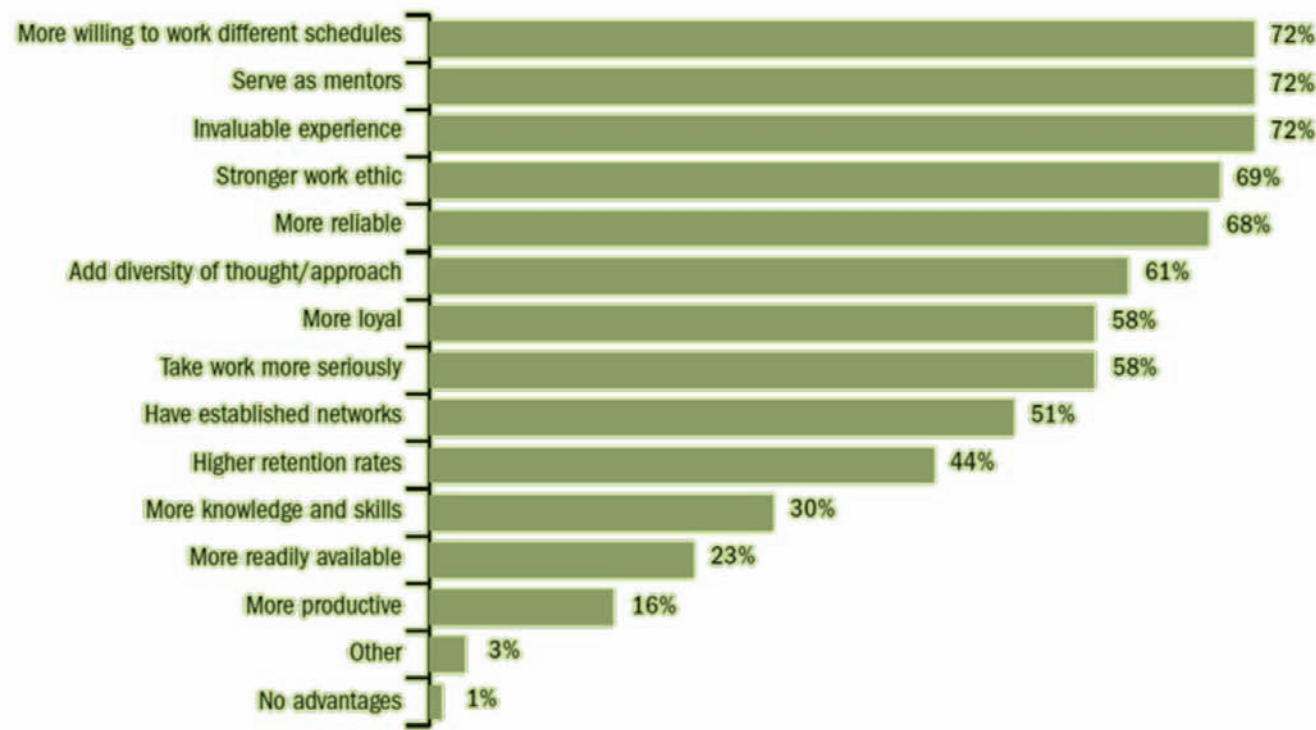
In this chapter we will explain to you how HR managers at this point feel about active aging and the essential requirements for effective age management.

HR MANAGERS POINT OF VIEW

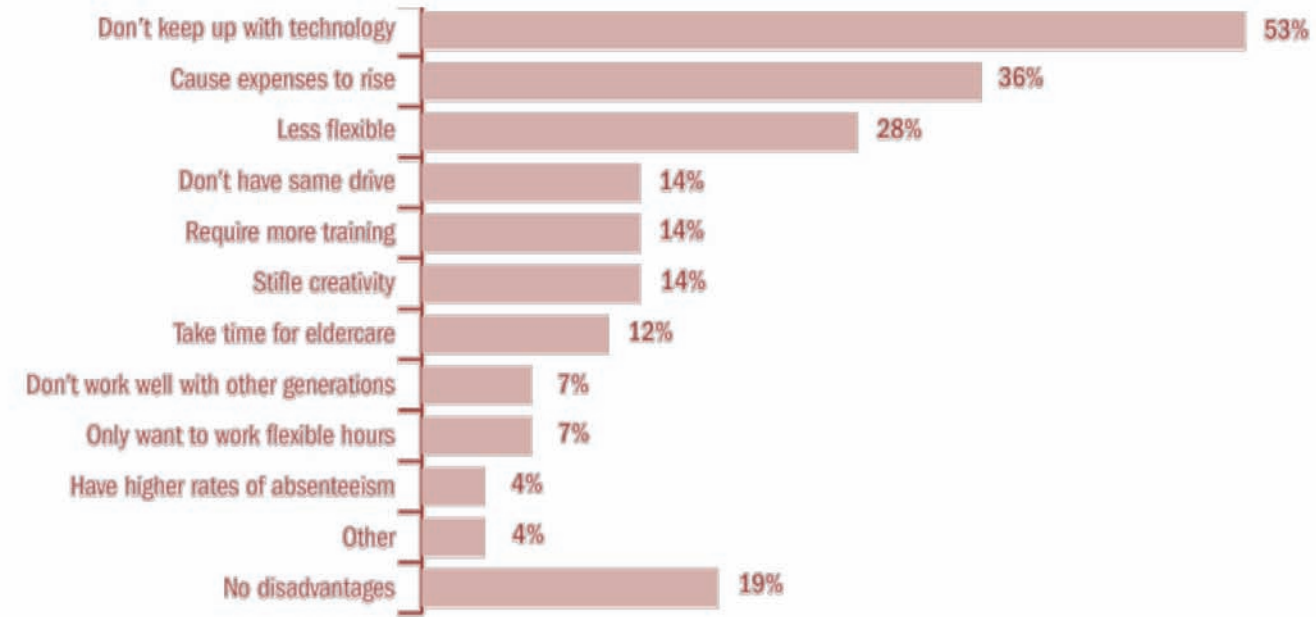
In 2003 the SHRM (Society for Human Resource Management) published the report ‘Older Workers Survey’. Numerous questions have been asked, to HR specialists from over 120 countries in the world, about their point of view concerning older workers. One of the findings from the survey was that HR professionals indicated that they had mixed feelings about older workers. On the charts below, you can see both the positive reasons to hire and the negative reasons not to hire older worker. Remarkable is that HR specialist are quite contradictory regarding “flexibility” while it’s has been considered to be both positive and negative. Employees approaching retirement age are not interested in working the typical 40-hour week. Older workers are more interested in having more flexible work schedules, because most of them, at this age, desire a high-quality of life and prefer to work part time.

Overall, the majority of HR professionals indicate the advantages of hiring older workers outweigh the disadvantages.

Advantages older workers



Disadvantages older workers



AGE AWARENESS

A very recent survey published by the European commission showed that 71% of the Europeans are becoming aware of the population getting older. But only 42% is concerned with this fact.

In the ‘Older Workers Survey’ 65% of the HR specialists indicate they are not taking any specific action to retain older workers. This means that when the employee reaches the retirement age they will not make any effort to keep him inside the company. 30% do make changes in their policies and practices on recruiting, retention, and management in response to the increasing age of their workforce. These organizations apply measures such as flexible schedules (24%), continuous skills training (17%), reduction in work hours (17%), and asking older workers what they want (5%).

Age awareness must be developed, particularly among HR managers and staff representatives at all levels. Age awareness training has a two main advantages:

- it increases sensitivity towards the necessity and advantages of an age-positive HR policy (see in 2.1 age-friendly recruitment)
- and it allows ageing in employment to be considered in a more sophisticated and Realistic manner

Not only HR managers need training in the background, requirements, opportunities and limits of age management also the employees should be educated about their own ageing process and their possibilities in the labour market.

Experience shows, however, that age awareness campaigns, on their own, do not achieve a great deal if they are not linked to concrete incentives for

companies, such as economic advantages or the need to comply with external regulations.

III. MEASURES FOR SUCCESSFUL AGE MANAGEMENT

Applying one or more of the following measures are essential in order to limit the aging problem which will be of the concerns of population in the next two decades.

Age-friendly recruitment

The most important measure is of course to be open to recruiting older workers. When it comes to recruiting it’s essential to have an ‘age-neutrality’. The assessment and selection procedure has to be exclusively job and task-related. For the recruited older employee special orientation or other support facilities may be required. For example, offering flexible working hours to them has showed positive results.

Benefits

For HR managers there are often serious concerns that workers become more expensive and less productive as they get older. Especially in regard to the recruitment of older workers, higher wage and non-wage costs are reported to act as barriers (OECD 2006). However, the experiences of individual companies show that recruiting older workers brings numerous advantages. The main advantages are:

- Recruiting older workers means that the organisation gains extra experience and skills (they are often even more skilled then younger people). The workforce, and the organisation, also benefits from the older recruits passing on their experience to younger colleagues;
- Linking the new and existing skills of the workforce can raise the organisation’s productivity and capacity for innovation;
- Retaining older workers avoids the expensive loss of skills;
- Recruiting older workers leads to greater age diversity both in individual teams and in the company as a whole.

Case study

L’Incontro Cooperative, Italy
A good example for age-friendly recruitment comes from the company ‘L’Incontro’ situated in Italy. It recruits older maintenance workers from the local region’s to work as instructors in protected job-centres. The workers had either recently retired or had taken early retirement. Flexible working hours such as part-time contracts and variable work shifts had been offered to the employees. The positive outcomes from these changes were that the quality of service and internal relationships were improved. Also the production lines were extended.

Learning, training and lifelong learning

The choice of the training programmes depends on the organisation’s specific needs. But there are two very good programmes which have proven many good results when it comes to training older workers, namely:

- job rotation which should be combined with on-the-job training (effective for all employees, not just older ones);
- working time should be flexible – for example, combining in-house training sessions with special working time arrangements such as partial retirement.

The European Union set a target for average participation in lifelong learning throughout the EU at 15 % by 2020 for adults aged 25–64. In 2010, average participation was 9.1 %. It is of economical importance that the qualifications and skills grow in the future, given that the workforce is getting older. Implementing on-the-job training integrating older employees is a priority task for the organisation.

Benefits

- Organisations report a number of benefits from age-related training policies:
- in-house training and further education of older employees helps raise the workforce’s overall skills level and capacity for innovation;
 - younger staff see greater potential for career development: their motivation increases as a result, as does their respect for the performance of their older colleagues; this is especially true for schemes that involve different age groups, as these offer more potential for intergenerational knowledge transfer;

- improvements in the quality of an organisation’s products and services;
- in many organisations, the involvement of older employees ensures the maintaining of skills levels and the potential for professional development and internal transfer;

Case study

Verbund Konzern, Austria
Verbund Konzern is an Austrian distributor of electricity. The company analyses the ageing of its staff and had developed a number of initiatives, including education programmes, the promotion of age-positive attitudes, intergenerational knowledge transfer programmes and quality management processes. One programme focused on the transfer of practical field experience and implicit knowledge from experienced employees to experienced trainers, all participants being over 45 years old.

Flexible working time practices

On the point view of employers, the most beneficial part of hiring elderly people could be the flexible working hours of the old employees compared to other age group, as we can see on the figure on page 8. The old do not stick to their own working schedule; they have less interest toward other routine things than the young, which make working on the different time possible. What is more, unlike other age group, the elderly used to put their working experience and responsibilities with more sincere attitude on their job. In consequence if the work does not need lots of physical capability, it would be recommended to supply a new old employee in their workforce other than younger generation.

Benefits

- Changing the point of view toward the elderly that may bring more flexible schedule on working would give employers greater benefit of planning a labor distribution within their corporation.

Health protection and promotion, and workplace design

One of the most problematic points of hiring senior workforce can be a health problem. However concerning the case of Finland, health problem and working place designing can be adjusted. Finland has been recently paying attention world-wide due to their comprehensive policies for the aged people including recruitment of senior.

FINPAW referred as Finnish National Programme on Aging Workers has operated focused on the two concepts; work ability and maintaining work ability. With these two main conceptions, Finland itself is eager to grow and enhance the performance by establishing some measurements. Most of all, Finland interprets the old workers capability of working by

- 1) the personal ability such as health, skill and desire,
- 2) what company needs to do
- 3) Interaction between workplace.

As a result it would reduce the post problems after hiring the olds into the work, since the appropriate candidates will be admitted when they choose what to do by their health status. What is more, Finland takes consideration on both senior employees’ health and promotion to be opened by enhancing the health and ability of senior, and redesigning the workplace such as human resource management department which helps senior to support a better performance of their capability and also community within the company. It would solve the losing desire during the olds working on their job and also lower the anxiety on employers who have a senior worker on their company.

If it is possible to redesign the working area, changing working place for the health level of employees would be important. Would the office locate in the upper floor without a lift or construction site, the old cannot be trying to go to their working site. Thus we can assume that the better workplace bears the better work performance, which would positively impact on the result of workforce and satisfaction of senior by providing what they needed; an office located in lower floor, first-aid kit for senior, comfortable and safe uniform would be the examples.

Benefis

- Keep employees work their site which will lower the turnover cost
- Make it possible to use veteran skill into the corporation by integrating the old workforce and it would increase productivity of company

Employment exit and the transition to retirement

There is no age limitation for the retirement in United states whereas Japan has the age of retirement. We cannot say which one is better and worse, but having an age of retirement and let them give subsidies would be good. Here is the problem; Japan provides a social security for senior after 70 years old but the retirement is 60 years old which means no subsidies for ten years and

have to live on their own. It will seriously cause a serious threat onto the seniors directly facing the financial problems. In consequence, government would try to prolong the retirement age from age of 60 to 70. However as we can find below a number of senior workers opposite this agenda

To put it more specifically, the ministry announced Thursday that in a survey of 138,000 small, medium and large companies, only 17% of employees favored working until 70 years of age. Moreover, only 47.9% favored working until 65. In small to medium-sized businesses, 50% of employees favored working until 65, but this number fell to 23.8% among employees of large companies, the ministry said in a statement.

International Voluntary Retired Age Comparing (Male, age over 60, 2005)

	<i>Japan</i>	<i>S.Korea</i>	<i>U.S.</i>	<i>Germany</i>	<i>Sweden</i>
Before 60	0.2	1.2	7.1	2.9	14.2
60~	11	9.1	15.7	34.4	59.4
~65	38.5	18.7	47.9	53.5	23.2
~70	32.7	38.3	14.4	4.6	2.4
75~80	11.4	24.1	4.2	0.4	0.1
Other	5.3	8.4	10.5	2.9	0.3

International Voluntary Retired Age Comparing (Female, age over 60, 2005)

	<i>Japan</i>	<i>S. Korea</i>	<i>U.S.</i>	<i>Germany</i>	<i>Sweden</i>
before 60	7.8	9.1	12	16.6	40.3
~60	28.3	20.7	19.5	62.4	48
~65	34.9	22.8	43.4	16.7	10
~70	17.6	25.7	11.6	1.1	1.1
75~80	5.1	14.6	3	0	0
Others	5	6.9	10.3	2.7	0.3

As we find on the tables right above, wish to have a lower voluntary retire age is not just for the case of Japan. Though, Social security spending in Japan accounts for around one third of the \$1 trillion state budget and the amount is growing steadily. Japan's outstanding dept is already twice the size of its \$5 trillion economy. When it comes to the end, there would be short of money because of the long time period recession and deep dept of government itself. Subsidies or social securities to back up the increasing number of seniors cannot be possible in the end. A welfare ministry panel is due to hold further retirement age discussions toward the end of the year.

In consequence, drawing an attention from society, raising fund, reforming the pension by government dimension would be needed to minimize the difference

between the age of voluntary retirement and the age of getting social security benefits. On the other hand, when it comes to the negative attitude toward efficiency of government pension system within the majority of the young generation, government should start to recommend the young not to depend only on the social pension for their 70's or 80's but to have their own saving or private pension for a better living when they get old.

Comprehensive approaches

The most important point of hiring aging people is that the companies hire elderly not often even though they do not think of it as negative, and this atmosphere should be changed. For the case of Japan, government pay subsidies if corporate have recruited the old. However this kind of policies could be not

enough because it related only money. Thus, it is recommended to changing a perception, attitude, or even paradigm toward hiring seniors like the hiring the old friendly policy from Finland. To put it more specifically, active aging policies in Finland operate comprehensively not only offering jobs to senior but redesigning the social-economical environment to be friendly to the senior employees. Finland government runs campaigns to switching a perception of senior workers among society, supporting a corporation that makes senior employees friendly environment, providing physical and psychological relieve for the old, having a research and development to have better understand on the senior labor, and educating every interesting group concerned with senior workers.

For these effort to switching a perception about senior employees, appealing and attracting society to having a senior workforce – for the olds, having a proper job which offers appropriated level of work concerning their health level, and which offers enough allowance and promotion. For the company, having skills and greater royalty by hiring senior labors - for lowering the difference between the age of retirement and social security beneficial age will be useful to achieving active aging in the future.

CONCLUSION

As we can see, people are willing to work after their traditional retirement. They are willing to work as part-time and they are not only looking for income but sure it is one big factor in some countries where pensions are not so good.

People reaching their retirement age are creating lack of employees to the employment markets. Not only because of the volume but also in skill, knowledge and dedication. Those people are already educated. They have

skills and knowledge about their jobs plus most of them are willing to work. These people are very important workforce to employers and they should not be underestimated. Instead companies should invest in their employment and health. When talking about ageing people the health is one of the most important things. To secure people's ability to work companies must secure their health. Improving healthcare systems and regular health inspections are the key to improve people's longer working.

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Handling and Prevention of Sexual Harassment at Workplace in Cyprus

GEORGE Z GEORGIOU & ASSOCIATES LLC - NICOSIA, CYPRUS
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CYPRIOI LEGAL FRAMEWORK

Sexual harassment is defined as any form of verbal or physical behaviour of a sexual nature, unwanted by its recipient, that is conducted with the purpose or effect of outraging a person's dignity and, in particular, creating an intimidating, hostile, humiliating, degrading or offensive environment during a person's employment or vocational training or during his efforts to apply for that employment or get enrolled on training.

The legal framework with regards to sexual harassment at work in Cyprus is provided by the Equal Treatment of Men and Women in Employment and Vocational Training Laws of 2002-2006 ('Law 205(I)/2002'). This legislation establishes an absolute prohibition on sexual harassment at work, in both the private and public sector, and covers all aspects of employment, including application, promotion and retirement or resignation. Law 205(I)/2002 obliges all employers to abstain from any action which constitutes sexual harassment and to prevent or deal with cases of sexual harassment. Moreover, the law provides protection against any vengeful action which might take place towards a victim of sexual harassment who decides to complain about the harassment. The law also protects any employee who is willing to provide evidence or present himself as a witness with regards to any sexual harassment incident that has occurred within the organisation.

EMPLOYERS' DUTIES

It is important to note that Law 205(I)/2002 establishes a general obligation towards every employer to protect their employees, trainees or candidates for employment or vocational training against any action of sexual harassment and to provide a safe working environment. For this reason, the Cypriot Ombudsman suggests that employers should have a sexual harassment policy for the prevention and treatment of sexual harassment within their organisations. Although there is no legal requirement to have a compliance officer it is considered that a company's directors, general managers and supervisors are key to the successful implementation of a policy against sexual harassment. These figures will be responsible for the general oversight of the working environment, which must meet accepted professional standards. They must be seen to set an example for all employees in relation to the prevention and treatment of sexual harassment and they must promote the company's policy. Moreover, these figures should consider and immediately investigate all complaints of sexual harassment urgently. In order to effectively prevent and treat cases of sexual harassment in the company, an internal procedure for the investigation of all such complaints must be established, taking into account the size, structure and available financial resources available to the company. The main purpose of having such a procedure in place is to seek to peacefully settle any complaint internally and avoid proceedings in court. The complaints should be investigated by specifically trained personnel.

SEXUAL HARASSMENT POLICIES

It is advisable for employers to have a sexual harassment policy in order to comply with the legal requirements regarding the provision of a safe working environment (Article 12 of the Law 205(I)/2002). By implementing a sexual

harassment policy, employers may avoid or reduce possible its liability for incidents of sexual harassment.

In addition, the creation of a sexual harassment policy helps employers to safeguard the trust and respect owed to their employees, maintains positive relationships among colleagues and further promotes and enhances the employees' productivity.

A sexual harassment policy it is advisable to contain:

- a policy declaration on behalf of the company stating clearly that the employer will not tolerate any incidents of sexual harassment and will adopt all the necessary measures in order to prevent such incidents;
- a list of the employer's targets in relation to sexual harassment;
- a clear definition of what does and what does not constitute sexual harassment;
- certain examples of sexual harassment in the workplace;
- a declaration from the employer emphasising that sexual harassment is illegal;
- details of the consequences arising from incidents of sexual harassment in the workplace; and
- a list of the obligations placed upon the directors, managers and all employees of an organisation in the workplace.

Such a policy may be published in official documents or guides distributed to the employees. In addition, employers may organise training seminars in order to inform employees about the existence and extent of the policy. The policy could also be included within the organisation's employee manual, the contents of which all employees are obliged to be aware of and, importantly, must comply with. There are no limits as to what a sexual harassment policy can cover. However, it must be drawn up in accordance with the principles of proportionality and equal treatment and must not violate any employee's human rights and freedoms, such as an employee's right to keep their personal data private or the right of an employee to a fair hearing. A sexual harassment policy serves as a general warning towards all employees and a reminder that they should be in full compliance with it, given that there are serious implications for those who breach it.

RECOURSE FOR VICTIMS OF SEXUAL HARASSMENT

There are two available forms of recourse available to victims of sexual harassment in the workplace. Firstly, there is an informal, internal investigation of the complaint, which will aim to find a peaceful settlement of the complaint, without the need for the collection of evidence to prove the conduct constituted sexual harassment. Secondly, the victim may choose the employer's formal, internal complaints procedure, which will base its findings on evidence proving that the complaint is valid and that the conduct complained of actually constituted sexual harassment.

OUTLOOK

It remains to be seen how employers will be treated by the Cypriot Courts in cases of sexual harassment given that, to date, there is no relevant case law on this issue.

The rise of the chief culture officer

More companies are looking to have someone around to keep an eye on their culture, but doing it well takes more than just adding an additional office in the C-Suite.

by SHELLEY DUBOIS

Read any management how-to, and it will talk about the sanctity of a company's culture. Culture, you could argue, drives everything a business does - it's successes and its slip-ups. Cracks in an otherwise sound culture can lead to big, expensive mistakes, much of which we have recently seen in the financial industry.

But a company's culture changes constantly, which makes it a challenge for companies trying to define it and make sure it's progressing the way they want. More and more, companies are trying to figure out how to do this, says Ken Oehler, a senior vice president at consulting firm Aon Hewitt. "There's been a resurgence from our clients, certainly an elevation of importance of culture to the CEO level during the recession and post recession. " Many companies, Oehler says, are seeing that "macroeconomic pressures have created a dysfunctional culture, one that is not supporting business performance moving forward," and now, they are trying to figure out how to keep their culture from spinning out of control.

One way to do this is to bring someone into the C-Suite whose job it is to keep an eye on culture. The best-known example of this approach is Google (GOOG), which added "chief culture officer" to head of HR Stacy Sullivan's job title in 2006. Part of her job is to protect key parts of Google's scrappy, open-source cultural core as the company has evolved into a massive multinational.

But Google is the poster child for innovation and foosball at work; it makes sense that they would have a culture-keeper. Yet other, more traditional companies, even in the financial industry, have hired culture chiefs as well. One example is North Jersey Community Bank (NJCB), which recently appointed Maria Gendelman as its chief culture officer. CEO Frank Sorrentino encountered resistance from his board when he argued for the position, he says, because the job description is a little tough to define. Though now, having a chief culture officer is a differentiator for the bank, and there's no reason it shouldn't be status quo, Gendelman says. "Could every bank utilize a protector of the culture as part of the team?" she asks. "Absolutely."

The title certainly isn't enough, though, notes Jon Katzenbach, a senior partner at consulting firm Booz & Company. In fact, he adds, one of the main ways that a culture can sour is if management focuses too much on messaging and not enough on action. In other words, don't preach about efficiency and customer service, but instead make operational changes that allow those behaviors to thrive: Reward great service, streamline technology, etc.

First, a chief culture officer needs to understand the way internal business environments change, which is slow, says Katzenbach. Most companies hire someone up top to monitor culture if they're expecting dramatic change, say, a series of mergers and acquisitions, Oehler says. But the most insidious changes rarely happen during times of crisis.

"Cultures that encourage inappropriate behavior and inhibit change to more appropriate strategies tend to emerge slowly and quietly over a period of years, usually when firms are performing well," according to the book Corporate Culture and Performance by John Kotter and James Heskett, published in 1992. "Once these cultures exist, they can be enormously difficult to change because they are often invisible to the people involved, because they help support the existing power structure in the firm."

"Don't preach about efficiency and customer service, but instead make operational changes that allow those behaviors to thrive."

To that end, an effective chief culture officer would need the full support of top management. He or she would need to have the CEO's ear without growing too distant from the rank-and-file employees that live, breathe, and define a company's culture with everything they do. CEOs often subscribe to the misguided idea that culture can be controlled from the top down, says Mel Lowe, a consultant with Mercer's Delta division. Culture will morph, she says, and "You can either let it happen or you can influence how it happens. " Hiring a chief culture officer is one way to step to the plate".

For Gendelman, that means she's in charge of a range of things - soon she'll have people mystery-shopping at the bank, making sure employees at all branches aren't using a script and that they're inquiring into the lives of their customers. That's a key part of NJCB's culture. The idea, she says, is that "it's banking a hundred years ago where you knew everyone who walks through the door."

And while customer service is part of the equation, culture includes just about everything a company does. Gendelman's job, she insists, is completely different from head of HR. "I'm there to make sure that every single piece of paper that we give to the customer all looks the same, that our processes are efficient and streamlined - all of those things touch culture."

But just as no culture is all good or all bad, appointing a chief culture officer is "neither a good idea nor a bad idea," says Katzenbach, "but certainly opens a whole interesting set of challenges." At the very least, it seems promising that companies are thinking about culture again at all.

People Charter

An Employment Deal for the 21st Century

When you hear about companies ruthlessly laying off loyal employees it feels wrong.

Yet when you hear about companies saddled with lazy employees who cannot be fired it also feels wrong. When we experience Silicon Valley where bright people flit happily from one company to another it is easy to think that is the employment model of the future. Yet a quick look at the rest of the world show this free and easy style is rarely applicable.

So what do organizations really owe employees? What is a fair employment deal? That was an issue tackled by the Corpus Operis think tank at Schloss Wartin in eastern Germany. The result was the Corpus Operis People Charter.

WHAT A PEOPLE CHARTER NEEDS TO ADDRESS

Employers need to be encouraged to adopt a fair employment deal because there is an imbalance in power. The employer can afford to lose an employee, but if an employee loses their job it can be devastating. This imbalance in power can lead to abuse of employees. In the 20th century, governments passed innumerable labour laws to protect employees, but these are inflexible and out of date. We need something new.

The Corpus Operis People Charter aims to be a flexible model that looks after the interests of employees while not unduly constraining employers. It is meant to be a model for companies defining their employment deal, and a signal to government about what kind of employee protection is relevant in the 21st century.

THE EIGHT PROMISES

The People Charter has eight aspirational, but measurable promises:

Termination Promise: Employment is not forever. When it makes sense to end the relationship we will not assess blame. We will handle the process with dignity and ensure the departing employee has an effective parachute.

Capability Promise: Every year you work with us you will develop your ability to contribute to an organization. This is one element of the parachute.

Work-life Promise: We will actively monitor stress levels and enable you to strike a work-life balance that is reasonable for you.

Valued Talent Promise: We will ensure people are treated well and that people treat each other with respect.

Engagement Promise: We will create high levels of engagement.

Good Citizen Promise: We will behave as a good citizen so that people can be proud of the organization. We will enable people to be good citizens.

Diversity Promise: We will actively encourage diversity in gender, ethnicity, culture and personal style so that people can feel free to be themselves in the workplace.



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The Transparent Measurement Promise: We will measure how well these promises are being achieved and share the results publicly.

UNDERSTANDING THE APPROACH

Let's look at a few of the promises. The first promise deals with the most important issue: people need a soft landing when they are fired. Employers have an obligation to minimize the risk of someone facing a personal disaster. In the case of a high flying Programmer in Silicon Valley the parachute may be nothing more than 24 hours notice and a goodbye party because they know she can get a new job immediately. In the case of a Mechanic who has spent his working life learning the specialized equipment of your firm then they will need considerably more support.

We can't prevent hardship; we can't give that Mechanic a job for life or guarantee they will find a job at equivalent pay, but the organization can make sure the employee is in pretty good

financial shape and in reasonably good position to find a new job. This does not just mean fat payouts. It means financial education so that the employee does not get stupidly in debt. It means encouraging savings so that the employee has a nest egg. It may mean lobbying the government for new kinds of unemployment insurance. The outcome that matters is that employees know they are not sitting on a precipice, where the loss of a job would be a disaster. There can be no single standard for what that entails. Companies need to commit to the principle and then strive to achieve that for the particular situation of their employees.

The last promise is critical because it means that the Charter is not just nice words. An organization should measure and report on its own People Charter goals and how well it has succeeded at achieving them. For example, the fourth promise relates to engagement. An organization may decide realistically it can only promise that 50% of employees will be engaged: fair enough. This, like many of the promises, can be measured in an employee opinion survey. If the organization finds they are falling short of their promises, they should take action.

WHAT TO DO

We are immersed in a web of legislation. The People Charter won't free us from that, but it does provide a great starting point for employers to articulate their own employment deal.

You can find the full document at <http://tinyurl.com/3ofpccl>, by Googling "Corpus Operis People Charter", or asking me for a copy.

"We need something new"

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Αύξηση αποδοτικότητας στο χώρο εργασίας

Ζούμε σε περιόδους όπου πολλοί οργανισμοί κάνουν μεγάλη προσπάθεια για να είναι βιώσιμοι. Οι απαιτήσεις των πελατών έχουν αλλάξει.

Απαιτούν περισσότερα σήμερα και ο ανταγωνισμός ολοένα γίνεται και πιο έντονος. Με αυτά τα δεδομένα, το ανθρώπινο δυναμικό ενός οργανισμού θα πρέπει να καταβάλει πολύ περισσότερη προσπάθεια στην εργασία του, ίσως να δουλέψει και κάτω από περισσότερη πίεση. Τί γίνεται όμως όταν όλα αυτά θα πρέπει να τα κάνει με λιγότερα χρηματικά κίνητρα; Πώς θα αυξηθεί η απόδοση των υπαλλήλων σε περιόδους όπου μια εταιρεία ίσως να πρέπει να κάνει ακόμη και αποκοπές για να επιβιώσει;

ΚΑΛΥΨΗ ΤΩΝ ΑΝΑΓΚΩΝ ΓΙΑ ΚΑΛΥΤΕΡΗ ΑΠΟΔΟΣΗ

Είναι πολύ σωστό να σκεφτεί κάποιος ότι για να μπορέσει να αποδώσει ένας εργαζόμενος στο μέγιστο των δυνατοτήτων του χρειάζεται κίνητρα. Πολλές φορές όταν ακούσουμε τη λέξη αυτή πάει το μυαλό μας στα χρηματικά, τα οποία ίσως να μη μπορούμε αυτή τη στιγμή να προσφέρουμε. Μήπως, όμως, παραβλέπουμε ένα σημαντικό παράγοντα; Την ψυχολογία του ίδιου του εργαζομένου;

Σύμφωνα με τον Maslow, οι άνθρωποι εργάζονται για να ικανοποιήσουν κάποιες προσωπικές τους ανάγκες. Σίγουρα οι πρώτες ανάγκες είναι οι βιολογικές. Αν κάποιος υπάλληλος μέσα από την εργασία του δεν μπορεί να καλύψει τις ανάγκες αυτές (τροφή και στέγη), σίγουρα τα προβλήματα για να αυξήσουμε την αποδοτικότητα του υπαλλήλου αυτού είναι μεγαλύτερα. Ας πάρουμε όμως την πλειοψηφία των περιπτώσεων που όντως μπορούν με την εργασία τους να καλύψουν τις βιολογικές τους ανάγκες. Ο υπάλληλος είναι διαθέσιμος να δώσει περισσότερη και ποιοτικότερη εργασία στο βαθμό που καλύπτονται οι υπόλοιπες του ανάγκες. Κάποιες από αυτές είναι οι κοινωνικές, αλλά και ανάγκες ανάπτυξης της ψυχής και του πνεύματος. Θα πρέπει, λοιπόν, ένας οργανισμός να δουλέψει σε μεγαλύτερο βαθμό πάνω σε αυτά.

Ας πάρουμε αρχικά τις κοινωνικές ανάγκες. Ο κάθε άνθρωπος έχει διάφορες κοινωνικές ανάγκες. Μια από αυτές είναι να νιώθει μέρος μιας ομάδας. Αν η ανάγκη αυτή μπορεί να καλυφθεί μέσω της εργασίας σε κάποιο βαθμό, τότε το άτομο γίνεται πιο θετικό και δεκτικό σε οποιαδήποτε πρόκληση αντιμετωπίζει μέσω στην εργασία του. Έτσι αυξάνεται και η απόδοση του καθενός. Το αίσθημα της ομάδας, όπως έχει αποδειχθεί μέσα από διάφορες έρευνες, μπορεί να αυξήσει την ατομική απόδοση και στη συνέχεια την απόδοση της εταιρίας σε σύνολο. Για να πετύχει, όμως, κάτι τέτοιο, χρειάζεται μια σωστή διαμόρφωση της εταιρικής κουλτούρας η οποία βοηθά και ενισχύει την ομαδικότητα, τη συνολική προσπάθεια και την επικροτεί. Ακόμη και τα οποιαδήποτε κίνητρα δίδονται θα πρέπει να ενισχύουν την ομαδικότητα και όχι την ατομικότητα. Με αυτό τον τρόπο καλύπτεται μια από τις σημαντικές ανάγκες.

Υπάρχει, επίσης μια άλλη ανάγκη η οποία θα μπορούσε να βοηθήσει στην απόδοση, αυτή της προσωπικής ανάπτυξης και ανέλιξης. Ένας εργαζόμενος εκτός από την ανάλογη αμοιβή θέλει να νιώθει ότι μέσα από την εργασία που κάνει μπορεί να αναπτυχθεί τόσο στον τομέα του όσο και σαν άνθρωπος γενικότερα. Ένα από τα μεγαλύτερα προβλήματα που φαίνεται να αντιμετωπίζουν οι εργαζό-



ΑΣΠΑΣΙΑ ΣΙΜΙΛΙΑΔΙΟΥ
ΘΕΟΔΟΣΙΟΥ
Η Ασπασία είναι κάτοχος πτυχίου στον τομέα του Marketing και μεταπτυχιακού στη Διεύθυνση Ανθρώπινου Δυναμικού και Οργανωτικής Ψυχολογίας από το King's College London. Στο παρόν στάδιο βρίσκεται στη διαδικασία απόκτησης διδακτορικού τίτλου Πανεπιστημίου της Αγγλίας στον τομέα της Εργασιακής Ψυχολογίας, με θέμα διατριφής 'Emotional labor: The case of the Cyprus Banking Industry'. Είναι σύμβουλος επιχειρήσεων και εκπαιδευτρια στην People Achieve. Άρθρα της έχουν δημοσιευτεί σε περιοδικά, εφημερίδες και στο διαδίκτυο.

μενοι σήμερα και το οποίο μειώνει την αποδοτικότητα τους είναι το γεγονός ότι δεν αναπτύσσονται. Πολλοί οργανισμοί στο εξωτερικό αλλά και κάποιοι οργανισμοί στην Κύπρο χρησιμοποιούν τη μέθοδο της εναλλαγής εργασιών (job rotation) για να καλύψουν την ανάγκη αυτή. Οι εργαζόμενοι 'ανταλλάζουν' καθήκοντα για ένα μικρό χρονικό διάστημα ούτως ώστε να εκπαιδευτούν και σε άλλους τομείς πάνω στους οποίους δεν ειδικεύονται. Μπορεί δηλαδή ένα άτομο που εργάζεται σε ένα τμήμα να λάβει μέρος σε ένα διαφορετικό έργο μέσα στον οργανισμό και να μάθει μέσα από αυτή τη διαδικασία κάτι καινούριο. Με τη σωστή εποπτεία και την ανάλογη καθοδήγηση η μέθοδος αυτή είναι ευρέως γνωστή ως αρκετά επιτυχημένη στον τομέα ανάπτυξης του ανθρώπινου δυναμικού. Η εφαρμογή της μεθόδου αυτής αποσκοπεί στην απαλλαγή από τη μονοτονία στην εργασία, καθώς επίσης και στην προσωπική ανάπτυξη. Με τον τρόπο αυτό ο υπάλληλος νιώθει σημαντικός και θεωρεί ότι η εργασία του προσφέρει προσωπικό όφελος ανάπτυξης το οποίο δρα θετικά στην ψυχολογία του. Φυσικά όλο αυτό θα τον κάνει πιο πρόθυμο στο να εργαστεί πιο σκληρά και πιο παραγωγικά.

ΠΑΡΑΚΙΝΗΣΗ ΚΑΙ ΑΝΑΤΡΟΦΟΔΟΤΗΣΗ

Σημαντικό ρόλο στην αύξηση αποδοτικότητας έχει και η παρακίνηση των ατόμων. Ένας άνθρωπος χρειάζεται παρακίνηση σε ότι κάνει στη ζωή του. Κάποιοι μπορούν πιο εύκολα να δώσουν κίνητρο στους εαυτούς τους από κάποιους άλλους. Μεγάλη σημασία όμως έχει και η παρακίνηση από τον περίγυρο μέσα στο χώρο εργασίας, ειδικά αυτή που έρχεται από τους ανωτέρους.

Η παρακίνηση μπορεί να πάρει διαφορετικές μορφές.

■ **Σωστή στοχοθέτηση:** Οι στόχοι από μόνοι τους μπορούν να δημιουργήσουν ένα είδος παρακίνησης και να αυξήσουν την αποδοτικότητα ενός ατόμου στην εργασία. Φτάνει, όμως, να θέτονται σωστά και να είναι ρεαλιστικοί. Ο κάθε διευθυντής είναι σωστό να ζητά από τον εργαζόμενο να θέσουν μαζί τους στόχους της χρονιάς ή του εξαμήνου ούτως ώστε να είναι συμφωνημένοι και από τις δυο πλευρές. Ένας στόχος ο οποίος έχει τεθεί μετά από συζήτηση με το άτομο που θα καλεστεί να τον υλοποιήσει έχει πάντα πιο θετικά αποτελέσματα. Ένα κοινό μυστικό το οποίο θα βοηθήσει ένα άτομο να αποδώσει καλύτερα είναι να θέτει πάντα στόχους ψηλότερους από εκείνους που πιστεύει ότι μπορεί να υλοποιήσει. Αυτό θα βοηθήσει το άτομο να δουλέψει περισσότερο. Σημαντικό να τονίσουμε ότι ένας στόχος θα πρέπει πάνω απ' όλα να είναι εφικτός γιατί αν συμβαίνει το αντίθετο τότε ίσως επιφέρει ακόμη και αρνητικά αποτελέσματα στην αποδοτικότητα του ατόμου που καλείται να τον υλοποιήσει.

■ **Ανατροφοδότηση:** Θέσατε τους ανάλογους στόχους! Μετά τι γίνεται; Το συνηθισμένο λάθος που θα πρέπει να αποφεύγεται είναι το να αφεθεί ένα άτομο μόνο του κι εσείς να περιμένετε απλά τα αποτελέσματα. Η έλλειψη ανατροφοδότησης μπορεί να μειώσει την αποδοτικότητα ενός ατόμου αφού δεν ξέρει κατά πόσο πάει καλά ή σε ποιους τομείς χρειάζεται βελτίωση. Εδώ είναι, όμως, μια μεγάλη παγίδα

που θα πρέπει ο καθένας να προσπαθήσει να αποφύγει. Συνήθως δίνουμε ανατροφοδότηση όταν κάτι πάει λάθος. Επιδεικνύουμε το λάθος και πολλές φορές με αρνητικό τρόπο. Η αρνητική ανατροφοδότηση είναι σίγουρα κάτι που πρέπει να γίνεται και βοηθά σε μεγάλο βαθμό στην ανάπτυξη ενός ατόμου. Από την άλλη πλευρά όμως, θα πρέπει να δίδεται και η θετική ανατροφοδότηση. Όταν τα πράγματα πάνε καλά, όταν έχετε θέσει ένα στόχο ο οποίος φαίνεται να πλησιάζει στην επίτευξή του, η θετική ανατροφοδότηση θα δώσει αναγνώριση στον εργαζόμενο και θα τον βοηθήσει να αποδώσει ακόμη καλύτερα. Ο Dr Desmond Morris, είναι ένας από τους πολλούς ερευνητές που εργάστηκαν πάνω στο θέμα της αναγνώρισης. Μέσα από τις διάφορες έρευνες δόθηκε ιδιαίτερη έμφαση στο συσχετισμό της αναγνώρισης με την αποδοτικότητα. Ένας εργαζόμενος αποδίδει περισσότερο όταν νιώθει ότι η δουλειά του αναγνωρίζεται. Αν παίρνει μόνο αρνητική αναγνώριση τότε αυτό φέρει ανεπιθύμητα αποτελέσματα τόσο για το άτομο όσο και για την ομάδα ή τον οργανισμό γενικότερα.

ΤΟ ΣΩΣΤΟ ΑΤΟΜΟ ΣΤΗ ΣΩΣΤΗ ΘΕΣΗ

Σημαντικός παράγοντας που σχετίζεται άμεσα με το θέμα της αποδοτικότητας είναι να έχουμε το σωστό άτομο στη θέση που του αρμόζει. Όλο αυτό ξεκινά από τη διαδικασία της πρόσληψης. Το να έχει το άτομο τα ακαδημαϊκά προσόντα ή την εμπειρία είναι ένα κομμάτι. Αυτό από μόνο του, όμως, δεν μπορεί να εγγυηθεί την επιθυμητή απόδοση. Είναι πολύ γνωστό ότι για να αποδώσει ένα άτομο στο μέγιστο των δυνατοτήτων του θα πρέπει να αγαπά αυτό που κάνει και να του ταιριάζει.

Πολλές φορές η διαδικασία της πρόσληψης δε λαμβάνει υπόψη το σημαντικό αυτό στοιχείο. Υπάρχουν σήμερα στη διάθεση του κάθε εργοδότη ή διευθυντή Ανθρωπίνου Δυναμικού πολλά εργαλεία που μπορεί να χρησιμοποιήσει.

Εργαλεία που δημιουργήθηκαν μετά από πολλές έρευνες και που σκοπό έχουν να βοηθούν στη σωστή πρόσληψη. Κάποια από αυτά είναι τα ψυχομετρικά τεστ και τα κέντρα αξιολόγησης τα οποία μπορούν να δώσουν στην πρόσληψη μια άλλη διάσταση από αυτή που θα έδινε μια απλή συνέντευξη. Όλα αυτά έχουν ως σκοπό να τοποθετήσουν σε μια θέση άτομα τα οποία θα αποδώσουν στο μέγιστο και θα φέρουν τα καλύτερα πιθανά αποτελέσματα.

ΕΡΓΑΣΙΑΚΟ ΚΛΙΜΑ

Τίποτα δεν είναι πιο σημαντικό από ένα θετικό εργασιακό κλίμα. Ότι κι αν κάνετε, βοηθήστε το ανθρώπινο δυναμικό σας να νιώσει όμορφα. Μοιραστείτε μαζί

τους όλα όσα συμβαίνουν, είτε είναι θετικά είτε αρνητικά. Γιατράστε μαζί τους ατομικές ή ομαδικές επιτυχίες και κάντε τους να νιώσουν σημαντικοί. Ακόμη και όταν τα πράγματα δεν πάνε και τόσο καλά φροντίστε να μη χάσετε την αισιοδοξία σας και κάντε τους εργαζόμενους να νιώσουν σημαντικοί σε κάθε απόφαση που θα πάρετε σαν εταιρεία. Ένα εργασιακό κλίμα το οποίο σε βοηθά να νιώσεις θετικά σίγουρα επιδρά σημαντικά στην αύξησης απόδοσης.

Σήμερα, περισσότερο παρά ποτέ, οι εταιρείες έχουν ως στόχο τους να αποδώσουν στο μέγιστο. Τα μοντέρνα κτίρια, οι ανάλογες εγκαταστάσεις ή τα υπερσύγχρονα μηχανήματα είναι σίγουρα ένας τρόπος για να κάνει μια εταιρεία τη διαφορά. Όλα αυτά όμως χρειάζονται και το ανθρώπινο κομμάτι για να συμπληρωθούν. Πόσες φορές είπατε στους υπαλλήλους σας ότι θα πρέπει να αποδώσουν περισσότερο; Σίγουρα αρκετές. Τώρα θα πρέπει ίσως να μπου σε εφαρμογή κάποια από τα πιο πάνω για να δώσουν την ώθηση στον κάθε εργαζόμενο να αποδώσει καλύτερα. Ας μη ξεχνάμε ότι, αντιθέτως από τα άψυχα αντικείμενα, οι άνθρωποι λειτουργούν και δρουν ανάλογα με το πώς αισθάνονται.



‘Best Practice’ HRM: Is it Really Feasible?

‘BEST PRACTICE’ HRM

Also known as ‘high commitment’, ‘universal’, ‘high performance work systems’, ‘high road’ or ‘high involvement’; ‘best practice’ conceptualisation, in simple words, assumes that the function of HRM across any organisation will gradually shift towards convergence (Marchington & Wilkinson, 2012). The basic conception underpinning this orientation is that there is a particular, a universal way of managing and one ‘best’ way for practicing HRM in the effort of organisations to realise a positive impact on performance. This normative approach advocates a number of universal practices suitable for all organisations with the assumption that ‘the more organisations adopt and implement these practices the clearer the pay off will be in terms of performance improvements’ (Bach, 2005: p8).

In essence, the idea of this ‘universal’ model advocates that all firms will experience improvements at various levels by implementing best practices. Some of the strongest arguments made for this approach to HRM are expressed by the classical writers regarding ‘best practice’ / universal HRM. Huselid (1995: p644) explains that ‘all else being equal, the use of high performance work practices and good internal fit should lead to positive outcomes for all types of firms’. This stance is further reinforced by Delery and Doty (1996: p828) who conclude that ‘some human resource practices always have a positive effect on performance’. Similar to this direction, one of the most influential authors of this philosophy, Pfeffer (1998), explains how best practice HRM is capable for producing positive outcomes for all organisations, regardless the country within which they operate, the type of market which they are located in, their size, structure etc.

A core idea within this model of analysing HRM is the integration of various HR practices to become more productive and work more effectively, thus producing better results. This interconnection and the simultaneous operation of different HR practices signify the importance of evaluating their usefulness when they are merged together into a consistent package. For Boselie et al (2005: p73), ‘the more strategically minded system approach views HRM as an integrated and coherent bundle of mutually reinforcing practices’. Actually, the more organisations integrate HR practices into strategic formations, consistent and synergistic bundles, the more likely is that these will produce rewarding outcomes and benefits. The belief is that by adopting a ‘configurational’ approach and by strategically integrating high commitment HR practices with each other (forming coherent bundles), it is expected that they will ultimately result to better outcomes rather than if these were implemented individually.

This ‘configurational’ aspect of best practice is summarised in the literature under the ‘powerful or deadly combinations’ argument. A positive synergistic effect (powerful, additive combination), is the case where the combination of two or more HRM practices produce more positive effects than individual HRM practices, a notion implying that ‘complementary HRM activities have greater effects on organisational effectiveness than the sum of the effects of each individual



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activity’ (Kepes & Delery, 2008: pp393-394). On the contrary, a negative synergistic effect (deadly combination) is the case where HRM practices work against each other, suppressing each other’s effects.

IS IT REALLY FEASIBLE?

The idea of ‘best practice’ model is that HRM can and should be used within any of organisation, regardless of factors such as size, market type, technology, workforce’s attributes etc., since certain HR practices have a universal effect. These indications are highly supported from various authors who reach the conclusion that positive outcomes will be produced for any organisation only by ‘putting people first’. More specifically, as one of the founders of this concept concludes, ‘nothing in the available evidence suggests that the results are country specific, and in fact, the evidence shows that the results generalise quite well cross-nationally...the effects of high performance management practices are real, economically significant, and general’ (Pfeffer, 1998: p34).

However, to what extent is this ‘best practice’ HRM idea feasible; especially within an environment characterised by longstanding financial crisis and extended severe ‘cost-cutting’ schemes? One can easily spot various shortcomings of this conceptualisation. For example, it could be argued that in the case of cheap labour costs, organisations may easily adopt high commitment / best practices. Yet, in an opposite scenario, where an organisation operates under strict financial constraints and expenditures are at high levels, finance managers will be more reluctant to invest money on developing and / or advancing practices related to their human capital (Marchington & Grugulis, 2000: p1117). Thus, in the effort to control the costs organisations are expected not to adopt a ‘best practice’ approach; rather are more likely, as many employees are currently experiencing, to trim down training costs, restrain benefits, minimise work-life balance benefits and many more.

Also, the decision for adopting ‘best practice’ HRM is not so simple. In certain occasions different HR practices (such as training and development, employment security, work-life balance, profit-sharing schemes, team-based bonuses etc.) may be desired by employees at the shopfloor, but may be undesirable by the management due to their costly and expensive nature and vice versa. A common example would be the case where while organisations and managerial levels are more than keen to implement PRP schemes and close monitoring measures of performance, employees may not be willing to accept such practices.

Consequently, beyond the fact that the idea of ‘best practice’ HRM deviates between employers and employees (and between various managerial layers); there is also the obvious case that the attractiveness of this model differs from organisation to organisation. For example, employees working in a call center, whereby work is characterised as unpleasant and ordinary, are most likely to find more attractive practices such as EIP, information sharing,

training and development as a type of benefits, rather than employees working within organisations (i.e. professional consultancy companies) employing such practices at an everyday basis as a commonplace practice (for example see the case of Kinnie et al., 2000). So, given that different HR practices are valued and realised in a different way by different employers and employees, the formulation and development of diverse HR practices should be done in accordance to this particularities; taking into account the distinctive nature of dissimilar contexts.

What this means is that there are concerns if all kinds of organisations either desire to invest in high commitment, or afford to do this, or even if they could be benefited from the adoption of such framework. Related to this for example, the costs for a successful implementation of high commitment model may be too expensive in certain countries or sectors, or the owners / management may see little value in investing and spending resources in such practices.

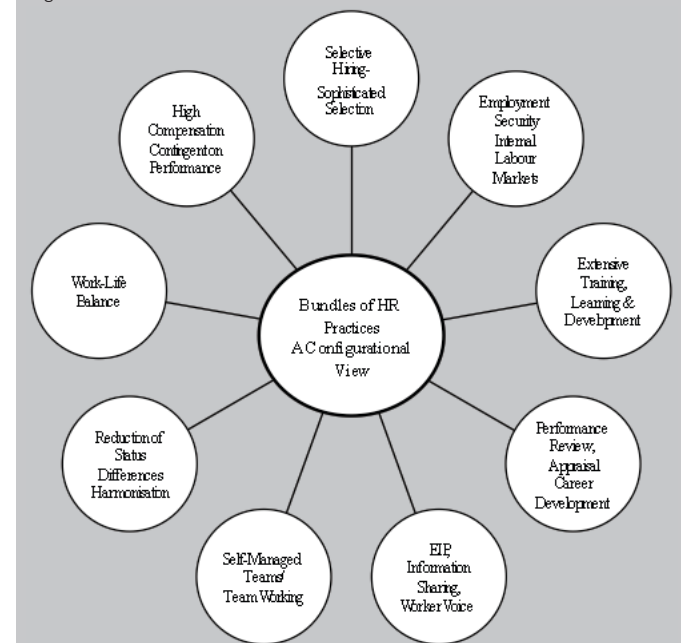
Perhaps, the most important consideration is that, up to this moment; and despite the enormous development that HRM as a concept has experienced, problems arise regarding the association that exist between high commitment HRM and performance. The speculation is that, especially within strict financial conditions, organisations will seek to quantify the returns of their HR-related investments. However, even in the case that the desired positive links are identified between these two variables (high commitment HRM & organisational performance), still there are great ambiguities regarding the directions of causality and the processes that produce such linkages; a debate widely referred in the academia as the ‘Black Box’ or ‘Holy Grail’.

Adding to that complexity, beyond the ‘economic’ arguments; there are still many important elements of this ‘universal’ philosophy that have to be reassessed. Debates and confusion also exist regarding what actually constitutes ‘best practice’ HRM (i.e. there is no one agreed, ‘ideal’ bundle of HR practices), the proxies developed for each of these practices, the indicators adopted to measure performance, the sectors in which the studies have taken place, the methods of data collection and so on.

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Figure: Bundles of ‘Best Practices’



Source: Compiled by the author



The exit interview

When done properly, exit interviews are an excellent opportunity to obtain information about what your organization is doing well - and, what your organization needs to do to improve. Typically conducted by the Human Resources department, they are a rich source of information for organizational improvement.

Exit interviews assume that employees departing under favorable circumstances will be more forthcoming on their perceptions of the work environment and provide more objective information. This can then be used to strengthen managerial or organizational performance.

The interviews are voluntary, although they are frequently combined with the mandatory administrative functions such as returning company property and calculating the final paycheck. If the employee is leaving on unfavorable terms, there is the risk of emotional and biased responses that may not be based on facts.

To conduct exit interviews properly, and to avoid the temptation of prejudice by each party, I have developed a standard list of five core questions. The responses are recorded for each candidate (with their knowledge) and then combined into a master list of responses to each question. After five or six exit interviews, strong patterns emerge that are later reinforced or embellished by subsequent interviews. I then conduct an analysis of the responses and present my findings to senior leadership, along with my observations and recommendations.

I always start the session by informing the employee that the purpose of the interview is to gain objective information that will help make the company a better place to work. Individual responses are confidential, but combined responses, without attribution, are forwarded to executive leadership for their consideration. Here are my five top questions or conversation starters that I use regularly:

1. Please describe your workplace environment. Here is where most employees will either praise or criticize the work environment. It is where special problems are uncovered that may not be known by the leadership. If one interviewee is upset about something, it is noted but no action is anticipated after the employee's departure. However, if this theme is repeated with others, then it suggests an area that needs attention. Care must be taken to ensure that the responses are informative and not accusatory.

2. Do barriers exist that prevent you from doing your best work? If so, what are they? The purpose of this question is to provide productive feedback that can be applied to individual or group supervisory development initiatives. Frequently, the responses are not surprising, e.g.: Frustration about getting straight answers, lack consistent job priorities, uncertainty of decision-making authority, and an eagerness to be a part of the problem solving processes.

3. Do your colleagues work at top efficiency and productivity? If not, why not? This is a variation on question #2 and it gets into the heart of what works and what doesn't work in your organization. It focuses the responses on specific issues rather than providing a laundry list of complaints that may or may not have merit. The interviewer has the opportunity to press for specific details that may lead to improved performance. Representative responses frequently include shortage of information or material, numerous machine breakdowns, improper



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communication within the organization, and tolerance of sloppy work. The goal is to isolate specific causes to these problems so that workable solutions can be considered and implemented.

4. If you were given the opportunity to sit down with the CEO, what three pieces of advice would you give him

or her? This forces the employee to focus on constructive criticism, e.g. "if my equipment did not breakdown so often, my budget could record a surplus". HR managers commonly hear the complaint that employees can see problems at their level and are frustrated that senior management does not respect their observations. Surprisingly, in today's digitally wired and global environment, many of the responses now focus on lost business opportunities, productivity gains and improved profitability metrics.

5. What do you like about working here?

What do you dislike about working here?

This two-part question has the intention of gaining insight on the positive aspects of employment with our company as well as to isolate areas of

concern. From this information, strategies can be developed to improve on the positive aspects and eliminate or minimize the negative aspects. Responses to these questions can be narrative, or can be combined with a standardized

questionnaire with multiple choice answers or a high-low ranking of specific subjects (e.g. appropriateness of salary & benefits).

Each interviewer can generate his or her own line of questioning. The point to remember is that for the exercise to have any value, it must be focused on gathering data that can be used to advance the objectives of the

organization and make it a better place for employees and their managers. This will please not only them, but the customers, owners and other stakeholders who have a vested interest in the success of the organization.

"The purpose of the interview is to gain objective information that will help make the company a better place to work."



Interview with HR professionals

with Olympia Fantis

1. NAME, COMPANY NAME, JOB TITLE.

Panikkos Parmaxis
Cybarco Ltd.
Human Resources Manager



OLYMPIA FANTIS
Olympia Fantis is a holder of a Bachelor in Economics and a Master in Human Resource 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.

2. EDUCATIONAL BACKGROUND.

- BA (Hons) in Social Policy & Administration (University of Plymouth, UK)
- Postgraduate Degree in Personnel Management (Middlesex University, UK)
- Chartered Member of the CIPD, UK (MCIPD)

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

After completing my first degree in Social Administration, I wanted to embark a career which would encompass business/management

issues not purely from the core marketing/financial side but with an emphasis and concentration on the people/administrative aspects of management. At that time in the late eighties, early nineties in the UK, the discipline of HR management was at the forefront of many changes taking place in British industry and general workplace practices.

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

I think the impressions all have in Cyprus of Cybarco Ltd. and in general the Lanitis Group of Companies is that of respect, admiration, and acknowledgement of its significant contribution to the Cyprus economy. These were my impressions as well when I joined the company more than 5 years ago and today, with my experience within the company, I can say that I fully support these impressions more than ever.

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

We are all aware of the difficult times we are facing with many problems in major areas of the economy (in particular the sector I am employed in i.e. the construction

industry). Unfortunately, HR cannot wave a magical wand to solve these problems, but HR has a vital and significant role to play in offering various alternatives and strategies to its organisation in best dealing with the issues affecting its employees. Issues such as redundancies, downsizing, pay freezes (possibly pay reductions) and employee de-motivation are common issues currently been faced by many Cypriot organisations and will increase over the next year or two. Also, we are seeing rapid demographic changes in our society with more non-Cypriots (in particular from the EU) entering the workplace. Dealing with these issues with the problems they bring will be the major challenges facing HR professionals in the coming years. Those who can successfully overcome and provide proactive, efficient and effective strategies will allow their organisations to be in a better, healthier position when the tide turns and we have better days ahead.

6. WHAT DOES A TYPICAL DAY INVOLVE?

I think for most of us working in HR there is not such a thing as a "typical day". We may all have some routine administrative duties,

however, when you are dealing with people issues it is often uncertain what the next day will bring. This is the excitement of working in HR, and the key is to be flexible to adapt to whatever challenges and difficult situations you are likely to entrust to handle.

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

To be honest this is a difficult question to answer. With every new experience, you learn something. I would not necessarily say I am continually improving in my career, but would prefer to say I am constantly in a better position to handle the challenges and demands I constantly encounter.

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

I would say that it is important to gain as much general experience as possible, and not to focus on certain aspects in a so-called specialist role. At the beginning of your career the emphasis should be on experience and not so much on salary expectations. It is important to be flexible and be willing to take on whatever role is required within the profession. This is more true now than ever due to high



unemployment, hence, a young professional showing diversity, flexibility and willingness to adapt to the needs of the organisation will have better prospects in his/her career.

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

The interaction with line management is a must for HR and cannot be ignored. Without proper interaction with line management it will be difficult if not impossible to gain the maximum benefits of implementing HR strategies and policies. Line management has to be convinced that decisions made are in the best interest for their departments and employees; as often it is the line management that influences the opinion of the employees in the department. Without proper interaction with line management HR will miss out on vital information and feedback from the core employees in its organisation.

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

All the above are roles that HR must undertake in its organisation. You need to

have the right administrative procedures in place so as to be able to provide accurate and proactive data and reports which will assist the company in making strategic decisions. The advisory role is essential both at the employee and management level. HR should be the "bridge" between the employee and management and can be seen as the "internal union" of the organisation. We should be able to offer advice to all (regardless of level in the organisation) on all aspects of employment issues.

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

The relationship between the CEO or GM and the HR Manager has to be based on complete trust. Decisions and policies which will have an impact on the organisation's employees have to be discussed with HR. The HR role at this strategic level has to be proactive and not reactive to decisions already decided and implemented. Hence, my advice to CEOs and GMs would be to listen and involve the HR function as early as possible in issues concerning their employees and relevant strategies to be formulated accordingly.

Interview with HR professionals

with Olympia Fantis

1. NAME, COMPANY NAME, JOB TITLE.

Marios Christoforou
Cybarco Development Ltd
HR Manager

2. EDUCATIONAL BACKGROUND.

Arizona State University – BSc in Marketing

University of Leeds – MA Human Resources Management

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

I was initially attracted to the Human Resource Management professional field as it allowed me a direct and constructive interaction and communication with other individuals. Another attractive fact was that, HR management would enable me to actively participate in the strategic planning of the company and influence decisions which would be essential for the future success of a company. A third attribute of HR management which has influenced my decision to follow this particular professional track is the daily challenge of balancing the two sides of the company – the professional relationship between the company personnel and the management team.

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

The successful track record and great reputation of both Cybarco and the Lanitis Group of companies was one of the main reasons I chose to join Cybarco Development Ltd. Following my initial meeting with the management team I concluded that the daily function of Cybarco Development Ltd was based on teamwork, professionalism, honesty, ambition, innovation, and flexibility. I consider all these attributes to be very important elements for the future success of any company and I can still identify them in all the departments of Cybarco Development Ltd.

5. WHAT DO YOU SEE AS THE MAJOR HUMAN RESOURCE



OLYMPIA FANTIS
Olympia Fantis is a holder of a Bachelor in Economics and a Master in Human Resource 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.

CHALLENGES FACING CYPRUS IN THE NEXT FEW YEARS?

Inevitably, I will have to link my answer with the global economic crisis. I am certain that the majority of the HR professionals nowadays are in the process of trying to foresee the challenges ahead and evaluate which strategy will allow their company to stay operational in the years to come. One major issue which we will have to address in the near future is how to keep the workforce of a company motivated, as well as which way the companies would be able to provide employee satisfaction in an effort to maintain the productivity and efficiency at a high level.

6. WHAT DOES A TYPICAL DAY INVOLVE?

There is no such thing as a “typical day” in my line of work. Each day can be totally different from the one before. The ability to multitask through the various duties and responsibilities I am handling every day helps me stay on top of things and progress even further.

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

Each year I find myself handling new and more interesting projects which in turn allow me to improve both professionally and personally. I am a strong believer that HR Management is a profession that provides endless opportunities and is up to each individual to decide whether he/she would grasp them and progress in the profession or specialise in a specific area.

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

The past couple of years I have observed an increasing level of competition amongst young professionals. This is a barrier that they will need to overcome in order to achieve a position which will allow them to reach their dreams. With that in mind, I would advice young professionals to have a very clear and specific target of what they want to achieve. This will allow them to set the right path which will eventually help them reach their destination. At the same time though, they need to have patience and determination and accept any negative response as an opportunity for improvement rather than a rejection.



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

The direct involvement and communication with the line management should be one of the top priorities of the HR Department. The line management can provide the HR Department with important information regarding the workforce of the company and their particularities – on both individual and collective level. This kind of information is very critical for the HR Department since it will allow it to adjust its strategy and policies to their culture and understanding. Having the support of line management during the implementation of various policies and procedures is a factor that can determine whether a policy would be accepted and developed even further or rejected.

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

For a Human Resource Department to be effective, all three roles should be blended equally together. All decisions should be taken based on a long-term strategic plan which should be directly related with the overall business strategy of the company. This approach enables the HR Manager to advice

the Management team proactively on how to handle any future matters. The administrative role is directly linked to the core duties of the HR Department since this is the department that has the sole responsibility to implement a number of policies and procedures.

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

I believe that it is extremely important for top executives to have an open and honest communication with all members of the company. Any planning regarding the future sustainability of the company should be presented and explained to all. By presenting to the company the actual extent of the problem and explaining why the company will have to take the specific measures, will help the employees accept the steps the company will have to take and at the same time the management team will be in a better position to manage their expectations and associated stress. An open and direct communication with the employees can help the company come together and work actively for the common goal.

Νέο διεθνές πρότυπο για τη Διαχείριση Επιχειρησιακής Συνέχειας

Όσο οι ρυθμοί της σύγχρονης κοινωνίας αυξάνονται επιβάλλοντας την αδιάλειπτη λειτουργία των δημόσιων και ιδιωτικών οργανισμών σε 24ώρη βάση, τόσο η ανάγκη σχεδιασμού και εφαρμογής συστημάτων Διαχείρισης Επιχειρησιακής Συνέχειας καθίσταται απόλυτη.

Ο όρος "Επιχειρησιακή Συνέχεια - (Business Continuity)" αναφέρεται στην ικανότητα ενός οργανισμού να συνεχίζει τις εργασίες του μετά από ένα έκτακτο γεγονός/καταστροφή με ελάχιστες συνέπειες, να ικανοποιεί τις ανάγκες των πελατών και να ανταποκρίνεται στις υποχρεώσεις του. Τέτοια έκτακτα γεγονότα δύναται να προκληθούν είτε από φυσικές καταστροφές, όπως για παράδειγμα περιπτώσεις σεισμού, πλημμύρας ή πυρκαγιάς είτε από αστάθμητους παράγοντες, όπως είναι η απώλεια παροχής ρεύματος, αστοχία δικτύου, αστοχία υλικού και ανθρώπινο λάθος. Η πρόσφατη μεγάλη έκρηξη στο Μαρί, μας έδειξε πως τέτοια τραγικά συμβάντα μπορούν να πραγματοποιηθούν και στο δικό μας τόπο.



ΔΙΑΜΑΝΤΗ
ΖΑΦΕΙΡΙΑΔΗΣ
Λειτουργός Τυποποίησης
του Κυπριακού
Οργανισμού Τυποποίησης
(CYS)

σης επιχειρησιακής συνέχειας.

Ένα σύστημα διαχείρισης της Επιχειρησιακής Συνέχειας (BCMS) δεν είναι ένα έργο, ούτε μια στιγμιαία ενέργεια με ορισμένη διάρκεια. Το BCMS πρέπει να είναι ένα τρέχον, ζωντανό πρόγραμμα. Οργανισμοί χωρίς σύστημα διαχείρισης επιχειρησιακής συνέχειας έχουν χαμηλές πιθανότητες πλήρους ανάκαμψης μετά από κάποια καταστροφή ή διακοπή λειτουργιών, ενώ εκείνες που έχουν εφαρμόσει ένα τέτοιο σύστημα έχουν μεγαλύτερα ποσοστά ανάκαμψης και αυξημένη ικανότητα επιβίωσης. Οι οργανισμοί που εκπαιδεύουν τακτικά το προσωπικό τους σε πρακτικές του BCMS έχουν ακόμη μεγαλύτερες πιθανότητες ανάκαμψης.

Μετά την ανάπτυξη και εφαρμογή στον οργανισμό του Συστήματος Διαχείρισης Επιχειρησιακής Συνέχειας βάσει του προτύπου ISO 22301:2012, ακολουθεί η φάση της πιστοποίησης του συστήματος από Οργανισμούς Πιστοποίησης (Certification Bodies). Ανάμεσα στα οφέλη που αποκομίζονται από την πιστοποίηση ενός οργανισμού βάσει του προτύπου ISO 22301:2012 είναι η απόκτηση ανταγωνιστικού πλεονεκτήματος έναντι άλλων οργανισμών και η διαβεβαίωση παροχής υπηρεσιών υψηλής ποιότητας και αξιοπιστίας. Η αποδεδειγμένη ικανότητα χειρισμού μιας επιχειρησιακής διακοπής προστατεύει και ενισχύει την καλή φήμη του οργανισμού.

Το ISO 22301:2012, αναπτύχθηκε από τη διεθνή τεχνική επιτροπή Τυποποίησης ISO TC 223 «Societal Security». Ο Κυπριακός Οργανισμός Τυποποίησης (CYS) ο οποίος είναι ο αρμόδιος φορέας για την υιοθέτηση και εφαρμογή των Ευρωπαϊκών και Διεθνών Προτύπων στην Κύπρο παρακολουθεί στενά το εν λόγω θέμα και θα ενημερώνει όλους τους ενδιαφερόμενους για οποιοδήποτε εξελίξεις.

"Οργανισμοί χωρίς σύστημα διαχείρισης επιχειρησιακής συνέχειας έχουν χαμηλές πιθανότητες πλήρους ανάκαμψης μετά από κάποια καταστροφή."



What's mine is yours

As of late, employees at one of Switzerland's major banks have a free choice of workstations, every day. In their new offices, designed by Munich office planners Congena and furnished by Swiss office furniture manufacturer Lista Office LO, each and every employee (including management) is able to choose the workstation that is best suited to that day's to-do list. This new concept is called "smart working", whereby the entire office floor is divided into different working areas, such as the "meeting point", specific areas for more informal meetings or the "think tank" conceived for more confidential exchanges or telephone conferences. Furthermore, the "library" offers employees a space where they can consult files and documents, the "quiet zone" enables deep concentration with little disturbance, and the green "business area" provides inspiration for their work.

As part of the Commission for Technology and Innovation (KTI) research project "Business Club", the "Smart Working" initiative received academic support from the Universities of Applied Sciences in Zurich and Lucerne. Following highly positive initial results – the concept was well-received by more than half of the staff at the major Swiss bank, with 76 percent feeling more appreciated and a total of 87 percent feeling more motivated – the credit institute decided to design its new building in Zurich based on the new concept. Now the 1,950 workstations have been divided between several different zones; they are all open to every one of

the bank's employees and can be chosen to best suit their current tasks. "Smart working" therefore allows for an effective reduction of the number of workstations, since staff members are often absent due to meetings, business trips, vacation days or illness. This means that the 2,500 employees have 550 fewer workstations available for use – which however have proved to be sufficient.

"“Smart working” allows for an effective reduction of the number of workstations, since staff members are often absent..."

Office specialist Lista Office LO was responsible for the furniture design for the "smart working" concept and created the space-defining furniture series "LO Mindport", designed by Carmen and Urs Greutmann. The system is a combination of open and closed modules – the walls and

ceilings are made of steel and the upholstered seating, tables and lighting create ideal settings for all different kinds of work. In design terms, they could be described as hybrids: half furniture, half room. The self-contained "cells" fit into any environment and can be adjusted and rearranged to suit the situation at hand. "LO Mindport" won this year's red dot "best of the best" award. The "LO Vertical Desk" and "LO Locker", lockable storage furniture, complete the product range

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How Leaders Become Self-Aware

A plethora of people, courses, and self-help guides profess to lead you by the hand to the promised land of business success. The problem is that things are always messier than the how-to's make them out to be. This is why it is often better to consider less the specifics and more the principles and qualities that bring success.

by ANTHONY K. TJAN

In my experience — and in the research my co-authors and I did for our new book, *Heart, Smarts, Guts, and Luck* — there is one quality that trumps all, evident in virtually every great entrepreneur, manager, and leader. That quality is self-awareness. The best thing leaders can to improve their effectiveness is to become more aware of what motivates them and their decision-making.

Without self-awareness, you cannot understand your strengths and weakness, your "super powers" versus your "kryptonite." It is self-awareness that allows the best business-builders to walk the tightrope of leadership: projecting conviction while simultaneously remaining humble enough to be open to new ideas and opposing opinions. The conviction (and yes, often ego) that founders and CEOs need for their vision makes them less than optimally wired for embracing vulnerabilities or leading with humility. All this makes self-awareness that much more essential.

That self-awareness is a critical factor for business-building success is not a new insight. The tougher code to crack is how to become more self-aware. Here are three key ways to do so:

1. TEST AND KNOW YOURSELF BETTER. Having a framework for self-awareness helps to bucket your strengths and weaknesses. Personality tests like Myers-Briggs, Predictive Index, and StrengthsFinder have gained popularity in recent years, for good reason. It's not that such tests are perfect measures or predictors, but they facilitate self-reflection, which leads to better self-awareness. Our own recently developed Entrepreneurial Aptitude Test (you can take it [here](#)) measures how one stacks up in the four key traits that drive business and entrepreneurial success: Heart, Smarts, Guts, and Luck. Among a sample set of about five-hundred global entrepreneurs and business builders, about 50% were Heart-dominant, 25% Luck, 15% Guts, and 10% Smarts. We found successes and failures across all types, but understanding which core trait drives your decisions and your attitude is what is most important for increasing the probability for success.

2. WATCH YOURSELF AND LEARN. In the classic Harvard Business Review article, "Managing Oneself," Peter Drucker wrote, "Whenever you make a decision or take a key decision, write down what you expect will happen. Nine or 12 months later, compare the results with what you expected." Drucker called this self-reflection process feedback analysis and credited it to a 14th-century German theologian. He said it was the "only way to discover your strengths." Many successful people follow similar practices: Warren Buffett, for example, has made it a habit for years to write down the reasons why he is making an investment decision and later look back to see what went right or wrong. Such analysis can be qualitative or highly quantitative — think of the executive dashboards that can now give almost instantaneous feedback on the "vitals" and health of a business. It can be private or part of a regular communication between a CEO and a board. The key to the effectiveness of feedback analysis is to (a) codify rationale and motivations and (b) reflect and assess outcomes. Such a practice forces one to focus not just on the what, but also equally on the why. Perhaps the biggest benefit of a codified feedback analysis is avoiding the attraction of revisionist history when things do not turn out as expected. Backward rationalization is

all too easy to fall prey to — and is a reason why so many do not progress in their self-awareness and personal development.

3. BE AWARE OF OTHERS, TOO. SELF-AWARENESS IS CRUCIAL WHEN BUILDING A TEAM. Knowing your natural strengths and weaknesses makes you a better recruiter and allocator of talent. But you also must be an acute observer of others' strengths and weaknesses. Effective teams are made up of people who both understand and complement each other. By definition, it is impossible for any one individual to be above average across all the business-building traits. The best teams are rarely made up of similar types. On the contrary, they are composed of a diversity of excellence. If one is open-minded and objective, different types of people on a team will also help over time to further self-awareness and deepen an appreciation for the variety inherent in patterns of success. When you see people progressing towards a common goal by following different paths from yours, there is an implicit peer-based feedback


loop and systemic learning in that observation itself. Having the right complement of people and a supportive learning organization allows you to see more clearly what you do well and what others do well.

This is the trinity of self-awareness: know thyself, improve thyself, and complement thyself. These are common sense principles but are not necessarily commonly followed. Why? Because people don't always commit to stand in the face of truth. Intellectual honesty, rigorous commitment, and active truth-seeking are sine qua non to any self-awareness process.

Self-reflection and its reward of self-awareness cannot be thought of as passive exercises, new era meditation, or soft science. They're absolutely essential. There is a reason why in rehabilitation programs the starting point is being aware enough to admit you have a problem. So, too, is the case in business leadership and personal development.



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