

The Watson Wyatt research indicates that cuts, such as 401(k) plan reductions, have increased by 10 percentage points to 22 percent in April, compared to 12 percent in February. Organizations also continue to eliminate or reduce training (42 percent of respondents in April compared to 35 percent in February). For organizations that have already frozen salaries or plan to freeze them in the next 12 months, 58 percent will institute these changes for all employees and 36 percent will do so only for certain employees. However, 31 percent of companies that already reduced salaries plan to reinstate them by the end of 2009.

Use Your Business Strategy to Drive Diversity Practices

Successful diversity and inclusion initiatives for business-to-business organizations should start by reviewing specific business strategies and requirements. The best practices of other industries or business-to-consumer organizations won't suffice, according to a white paper by Diversity Best Practices, "CDO Insights: Generating Effective Diversity and Inclusion Practices for Your Business-to-Business Environment" (www.diversitybestpractices.com).

"Even companies in similar types of business will find that their specific business strategy and clients will affect their diversity needs and opportunities," said Joseph Santana, senior director of diversity at Siemens USA and the report's author. "A cut-and-paste approach to diversity will fail to fully use the benefits diversity can offer and potentially waste investments and efforts where they are not needed."

A business case for the diversity initiative that is directly linked to your specific business is likely to be the most effective way to develop diversity initiatives, the report noted. Business-oriented approaches, such as brand recognition and marketing focus, are likely to resonate in a business-to-business environment.

What Exactly Are 'Green Jobs'? BLS Is Trying to Figure It Out

It's not easy being green—for jobs, that is. In response to the emphasis by President Obama and Congress on creating jobs in "green" industries, such as renewable energy as part of the \$787 billion economic stimulus package, there is still great confusion over what precisely constitutes "green jobs."

There have been more than 80 studies to identify these positions, industries, and occupations, yet few agree on a definition, according to the Labor Department's Bureau of Labor Statistics. However, the BLS has launched an initiative to establish an internal

green-jobs team to try to develop ways to measure the number of jobs and track their growth.

"We expect to be asked at some point how many green jobs there are in the economy and how might that number change," said Dixie Sommers, assistant BLS commissioner for occupational statistics and employment projections. Location and pay for those positions also will be of interest.

In the BLS' collection of data from employers on jobs and wages, the first challenge is to define green jobs, Sommers said. But the team is working on the definition as well as approaches to developing data. There is no set timetable for the work, and the agency expects to focus on green jobs for years, said BLS Commissioner Keith Hall.

More Than One in 10 Employees Do Some Telecommuting

About 12 percent of full-time workers, including 10 percent of wage-and-salary employees, did at least some work at home from 2003 through 2007, according to data from the Labor Department's Bureau of Labor Statistics.

Workers are considered to have done some work at home if they did at least one minute of work a day for their primary job at home, according to a report posted in late March on the BLS Web site (www.bls.gov/opub/ils/pdf/opbils72.pdf).

Self-employed workers were more than three times as likely to do some work at home than wage-and-salary workers: 34.3 percent versus 10 percent. The data also report that self-employed workers spent an average of 23.5 percent of their total weekly hours working at home, compared to 3.9 percent of total weekly hours for wage-and-salary workers.

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