



INFORMATION MANAGEMENT ACROSS BORDERS

Most companies consider information to be among their most valuable asset, but the ability to manage information can be elusive when data is transferred across borders. The complexities of cross-border information transfer and global records management, including emails between employees in Europe, Asia, South America and Australia, include the potential for violation of foreign privacy or data protection laws, some of which carry criminal penalties. But as with many regulatory issues, this presents liabilities for multinational corporations and opportunities for management consultants.

Digital information is the primary form of evidence needed for dispute settlement in the U.S., U.K., Australia, Europe and elsewhere. But in terms of privacy and data protection beyond U.S. borders, it's different. Many countries prohibit the transfer of "Personal Information" beyond their borders without consent. The U.S. is the exception. Email is considered "Personal Information"

because it can be traced to an identifiable individual. Thus, contracts, invoices, purchase orders, proposals, etc. that include individuals' names may also be "Personal Information".

To assuage risk, Data Management programs implemented by consultants, working with knowledgeable legal counsel in the U.S. and the countries where the corporation has facilities, must clearly document Policies and Procedures for handling data from outside the U.S.; provide training and documentation on the Protocols; and establish Compliance Monitoring and Information Security Standards (privacy, access control, breach and loss prevention,

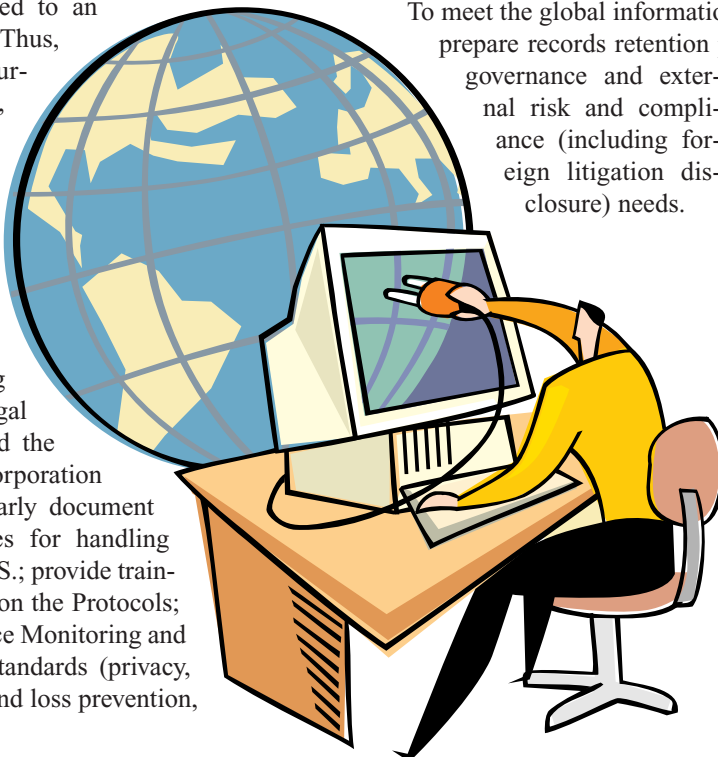
BULLETIN BOARD

Sharon Hyder, CMC, CRM (President and founder of Hyder & Associates) will be traveling to South America this summer to set up Records Retention Schedules for a client in Argentina, Brazil, Chile and Peru.



etc). For example, personal data from European Union member states may be sent to the U.S. as long as appropriate protections for the data are in place, as set forth in Data Transfer Agreements with "Model Clauses" approved by every E.U. member state. The U.S. Department of Commerce Safe Harbor Program provides for personal data transfer in accordance with a Privacy Statement, in which the U.S. entity agrees to abide seven principles of data confidentiality and security. The challenge, and the opportunity for records management professionals, is to prepare information management policies and procedures which adhere to those principles, design training materials for the workforce, and monitor compliance.

To meet the global information management challenge, organizations should prepare records retention policies and procedures to account for internal governance and external risk and compliance (including foreign litigation disclosure) needs.



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COMPLIANCE CORNER

INCLUDE THESE ESSENTIAL ITEMS IN YOUR EMPLOYEE HANDBOOK

Workers may not read the employee handbook thoroughly until they have a question to check out, but you can solve and prevent a lot of problems by composing a handbook that thoroughly documents the most common issues employees are likely to face. Here are some crucial elements no handbook should be without.

- **DISCLAIMER**

Include a clear statement that the manual does not constitute an employment contract. Place it at the beginning of your handbook and at the end. This can protect you from a lawsuit if you need to fire an employee.

- **DEFINITIONS**

Spell out who your organization considers to be full-time employees, part-timers, and independent contractors. Try not to use the word “permanent” to describe any position, so as to avoid lawsuits later.

- **HARASSMENT/DISCRIMINATION POLICY**

Craft a statement that firmly lays out a zero-tolerance policy for harassment and discrimination. Be sure to designate several people to receive complaints; at least one or two should be in a department independent of the management hierarchy to avoid conflicts within a worker’s department.

- **WORK WEEK**

This is important for calculating overtime. Specify how many hours employees are expected to put in during a seven-day period. Don’t limit yourself to Monday – Friday, or employees may try to skip working nights and weekends.

- **VACATION**

Let employees know how much vacation time they’re entitled to and when they may receive more. You may want to set reasonable limits on vacation use – requiring that management approve time off to avoid gaps in service caused by too many employees being on vacation at once.

FAMOUS QUOTE

“We are judged by what we finish, not what we start.”

— *Anonymous*

CREATIVITY: GOOD FOR MORALE



Brainstorming sessions can produce innovative ideas for new products and processes, and that’s valuable. But an idea-generating



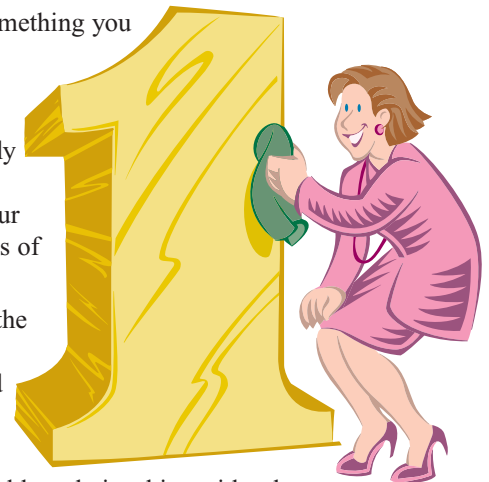
meeting can have an important beneficial side effect: It can enhance morale in your employees. By working together to develop and support new ideas, employees feel more like a team. They also grow excited by the possibilities they envision.

Hold brainstorming sessions every now and then just to get everyone’s spirits up. Any useful ideas you come up with can be a bonus.

FOUR INTERNAL DRIVERS OF MOTIVATION

True motivation is something you can’t force on your employees. You can encourage and strengthen it especially if you understand its emotional drivers. Four important components of motivation are:

- **ACQUISITION:** the desire to obtain material goods and financial rewards.
- **BONDING:** building warm, healthy relationships with others.
- **UNDERSTANDING:** comprehending how things work in the world and the workplace.
- **SECURITY:** the need to defend one’s property and well-being.



Make sure your motivational efforts incorporate these elements, and you’ll see better results.

USE THIS THREE-STEP PLAN TO MANAGE MULTIDEPARTMENT PROJECTS



It's a common scenario: Everything goes smoothly within your own department – but when you have to work with another department on a project, things fall apart. Communication breaks down, deadlines are missed, and arguments flare up everywhere. Here are some guidelines for working with other departments.

1. SIT DOWN WITH THE OTHER MANAGERS.

And do this before you finalize the project schedule. Make sure everyone signs off on the schedule, so that later on, nobody can say the deadlines took them by surprise. Meeting with the managers of the other departments ensures that responsibility starts at the very top level.

2. SET UP WEEKLY STATUS CHECKS.

This doesn't have to be anything fancy, but get it onto your calendar every week. Even if it's a two-minute phone call or a weekly "project status report" via email, checking in once a week can help eliminate any problems before they derail the project.

3. BE READY TO SOLVE UNANTICIPATED PROBLEMS.

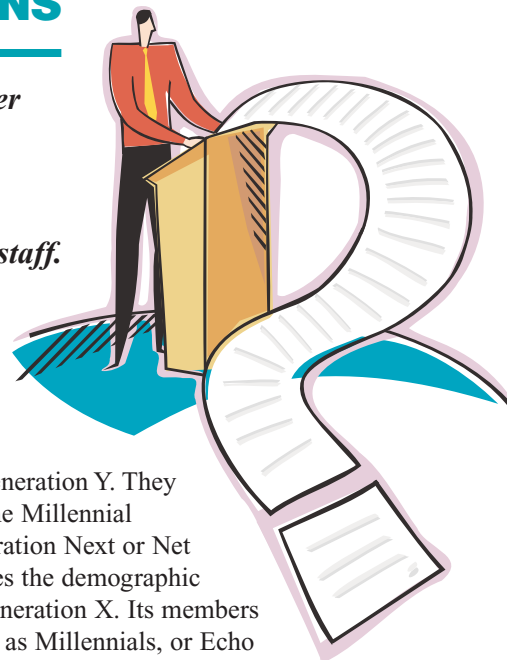
Very few projects run 100 percent smoothly. Very few departments can accurately predict their workload one month in advance. A department that has a manageable workload when the project starts could be swamped with other work midway through the schedule. Be flexible. Understand that circumstances change and be ready to come up with solutions, not blame.

And as a final piece of advice, remember: You're probably going to have to work with these departments again in the future. You want to build stronger bridges, not burn the ones that are already in place.

SHARON HYDER, CMC, CRM ANSWERS YOUR MANAGEMENT QUESTIONS

As a baby boomer manager, I'm challenged by managing "Generation Y" staff.

Am I being too strict or out of touch with their needs?



First, let's define Generation Y. They are also known as the Millennial Generation or Generation Next or Net Generation, describes the demographic cohort following Generation X. Its members are often referred to as Millennials, or Echo Boomers (children of Baby Boomers). As there are no precise dates for when the Millennial generation starts and ends, commentators have used birth dates ranging somewhere from the mid 1970s to the early 2000s.

The new generation of workers may seem as if they have completely different priorities and goals, which can make managing them a challenge. Just keep in mind what they're looking for. Most Generation Y workers will want to know the answers to these four questions.

- *Will the job offer them the chance to work with others at their own level and also people above them?*
- *Will they be able to contribute to the decision-making process?*
- *Will they receive training that will enhance their skills?*
- *Will they have visibility as part of the team?*

Answer these questions up front, and you'll do a better job of motivating these workers and keeping them on board.

GENERATION Y

With the introduction of the Internet in 1992, most of the generation grew in a world that revolved around the web, with cell phones and iPods becoming highly associated with the generation – internet social media websites, such as Youtube, Facebook, Blogger, and Twitter, have become the most used form of social communication.



TRENDS...

SENATORS ASK FACEBOOK TO FIX PRIVACY POLICY

U.S. Senators Schumer, Bennet, Franken and Begich urged Facebook, the online social networking giant, to fix its private policy to block users' personal information from being accessed by third parties without the users' consent. The senators announced they sent a letter to Facebook CEO Mark Zuckerberg urging the company to revisit its decision, made in late April, to provide select third-party websites with personal information that users previously had the ability to keep private.

The senators said the recent changes by Facebook fundamentally alter the relationship between users and the social networking site. Previously, users had the ability to determine what information they wished to share publicly and what information they wanted to keep private. In their letter, the senators urged Facebook to adjust its policy so users' information stays private by default and can be shared with third parties only if the user opts in.

Under new policies announced, Facebook users must go through a complicated and confusing opt-out process to keep private information from being shared with third party websites. Additionally, Facebook has also created a new system whereby "interests" listed by users on their personal profiles are automatically aggregated and shared as massive web pages. Users

previously had the ability to keep this information private if they chose. These new common interest pages are a gold mine of marketing data that could be used for spam and, potentially, scammers seeking to peddle their wares.

The senators noted that Facebook has 400 million users worldwide, and a vast trove of personal information is stored on its network. Yet, there is little guidance on what social networking sites can and cannot do with that information. Schumer expressed concern to the Federal Trade Commission (FTC) about the relative lack of disclosure to users about the sharing of their private information. Schumer asked the FTC to examine the privacy disclosures of social networking sites to ensure that they are not misleading or that they fail to fully disclose the extent to which they share information. He also urged the FTC to provide guidelines for use of private information and prohibit access without user permission.

While at one time social networking sites like Facebook were widely seen as ways to teenagers to communicate, as of January 2010 the largest age group of Facebook users are 35-54 year olds, representing 29% of all users. Additionally, the fastest-growing age group of Facebook users is those 55 and over.

Source: Washington Policy Brief, May 2010

**29% of the 400 million Facebook users
worldwide are 35-54 year olds.**



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