

Staffing Project Teams – The difference between being employed in France and China^{1, 2}

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ABSTRACT

The global talent market is increasingly competitive. In order to attract high-valued talents for a global project and remain competitive, it is essential to understand the better why employees stay in a company and help the company to future improve the people management skills. This paper aims to find out the best choice better for project staffing based between France and China, and actions the companies should take to remain competitive for hiring international project team members.

Through literature review, disjunctive method and the additive weighting analyses, we find out that France is the preferred alternative for attracting high valued project staff among the four investigated countries. China can be the preferred project staff-based place in the perspective of saving staffing cost. Organizations should enhance better benefits through the employment contract to remain or be more competitive. The Follow-on research on employment contract is suggested to conduct as a new economy mode emerges.

Keywords: Employment, Contract, International Talent, Attract, Project Team Members

INTRODUCTION

The employees are unique assets for a project, programme, and portfolio. A project can be “An investment that requires a set of logically linked and coordinated activities performed over a finite period of time in order to accomplish a unique result in support of a desired outcome”³. Without employees, to be more precisely, project team members, the project is impossible to achieve any objectives. According to Guild, there are four types of programme – Strategic programme, operational programme, multi-project programme, and Megaproject. The higher the complexity of the programme, the more organization assets need to acquire, create, expand upon and dispose of. Moreover, one of the five assets classes of the portfolio is the human asset

¹ Editor’s note: Student papers are authored by graduate or undergraduate students based on coursework at accredited universities or training programs. This paper was prepared for the course “International Contract Management” facilitated by Dr Paul D. Giammalvo of PT Mitratata Citragraha, Jakarta, Indonesia as an Adjunct Professor under contract to SKEMA Business School for the program Master of Science in Project and Programme Management and Business Development. <http://www.skema.edu/programmes/masters-of-science>. For more information on this global program (Lille and Paris in France; Belo Horizonte in Brazil), contact Dr Paul Gardiner, Global Programme Director, at paul.gardiner@skema.edu.

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³ Source: Adapted from a Linked In discussion initiated by William R. Duncan 1/13/2018-
<https://www.linkedin.com/feed/update/urn:li:activity:6357416976318558208/>

which is controlled by HR. "Any organization, be it owner or contractor has a portfolio of assets (resources) available to dedicate to projects, with the objective is to develop the best "mix" of projects which will generate the most favourable return on those assets"⁴. It is essential to recruit and hire talents with high-valued expertise for the successes of project, programme, and portfolio for the HR managers so to achieve the objective.

The search for talent is becoming increasingly global. According to a survey by The Economist Intelligent Unit, "over half of the surveyed firms will look beyond their home regions to fill talent gaps. US and Japanese firms will increasingly look to east and south Asia (China and India, for example) for new talent, while the UK, German and French firms will look actively to eastern Europe for recruits"⁵. Moreover, attracting various skills and diversified expertise and knowledge has become a significant element in the economic development process for many countries.

In recent decades, large projects tend to involve people from all around the world, extending the breadth of skills that a Project Manager or project team member should have. In particular, for the organizations who want to use talented people from the different cultural background and different skills at low cost, as an international project team could overcome the barriers of time and geographical location and efficiency, effectiveness and innovation follow. Global projects and geographically dispersed project team seems to be the norm in today's globalized economy⁶. However, to attract and hire high-valued project team member remain the difficulty for most companies.

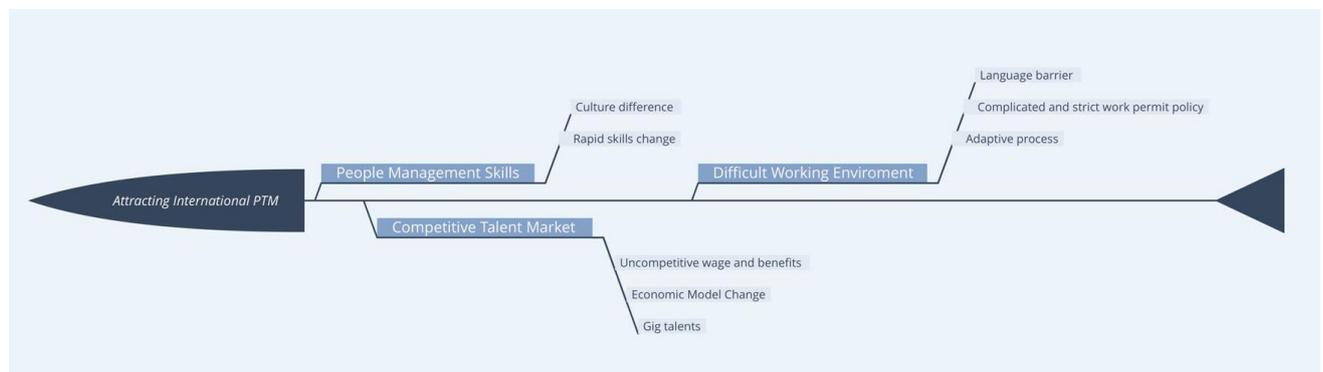


Diagram 1 Root Cause Analysis- Attracting International Project Team Members⁷

After conducting root cause analysis of attracting international project team member, it can be settled as follows:

⁴ Forrest, D., Williams, J., LeServe, M., Dua, M. R., Giammalvo, D. P. D., Pope, R., ... Yasir, R. (n.d.). GPCCAR M01-1 Introduction to managing project controls, Revision 1.02. In GUILD OF PROJECT CONTROLS COMPENDIUM and REFERENCE (CaR).

⁵ talent wars: The struggle for tomorrow's workforce. (2008). Retrieved from The Economist Intelligent Unit website: http://graphics.eiu.com/upload/sap_talent.pdf

⁶ PMI. (November 11). Global projects: how to manage them successfully - Project Teams. Retrieved from <https://www.pmi.org/learning/library/global-projects-manage-successfully-team-7146>

⁷ By Author

- Internationalizing project team requires high people management skills which organizations will have to invest in training in both skills and cultural understanding.
- International talent market becomes very competitive as the economy become increasingly globalized, and talents are tending to work in a gig style. The difference wage and benefits offer is also the main concern for attracting talents.
- The strict and complicated policies for identity and language barrier denies the entry of international talents.

Thus, it is necessary to investigate how to attract talents in a global vision, what elements are essential for employee work in a company and what should project organization needs to strength so that can remain competitive.

"More than 900,000 foreigners from 73 countries were employed in China in 2016," as China government said, compared with fewer than 10,000 in the 1980s. According to a report by US business magazine Forbes, "China is becoming attentive to the global talent on an unprecedented level due to the nation's economic size and vibrancy."⁸, as well as retaining its status as the world's largest source of outgoing students.

As reported by BCG and The Network, "France is ranking the seventh most attractive destination in the world for work. The ideal working environment and benefits, including the right to strike, a standard 35-hour work week, and minimum required vacation time of five weeks attracts workforce immigrants to France to seek job opportunity."⁹ The international student is the primary source of international talent. The number of international students in tertiary education in France has grown by 18% since 2012 and almost doubled between 2000 and 2017; the ministry document states¹⁰.

As a Chinese pursuing higher education in France and a future project manager with HR background, it is exciting and also necessary to explore the difference of being employed in France and China, and which country is better for project staffing for companies and organizations.

⁸ China a strong magnet for global talent: Forbes report. (2017, October 24). Retrieved from <https://www.straitstimes.com/asia/east-asia/china-a-strong-magnet-for-global-talent-forbes-report>

⁹ Strack, R., Booker, M., Kovács-Ondrejko, O., Caye, J., Potier, F., & Lasserre, P. (2018). Decoding Global Talent 2018: France Remains a Top Draw but Still Needs More People. Retrieved from BGC website: <https://www.bcg.com/publications/2018/france-remains-top-draw-but-still-needs-more-people-global-talent.aspx>

¹⁰ The PIE News. (n.d.). International students up 4.5% in French tertiary institutions. Retrieved from <https://thepienews.com/news/foreign-students-up-4-5-in-french-tertiary-institutions-figures-reveal/>

This study is going to compare employment status in France, China based on the employment contract term and explore different researches on the topic of attracting employee, and by using Multi-Attributes Decision Making methods to understand the top attributes for attracting employee to work for a company.

METHODOLOGY

1. Problem definition

The primary objective of this research is to understand the better why employees stay in a company and help the company to future improve the people management skills. To meet this purpose, the paper is going to answer the following questions:

- Which country is better for project staffing based?
- How do the companies remain competitive in the talent market for hiring international project team members?

2. Feasible Alternatives and attributes

This report will focus on the employment status of China and France. In order to be less biased, two more alternatives – other EU countries and other Non-EU countries are necessary.

The Nordic countries were all in the top 20 of Global Talent Competitiveness Index 2014¹¹. However, Nordic countries like Denmark, the economy is challenged due to the low growth rates. How to recruit and retain highly skilled international talent have been a significant topic for both government and organizations¹². "Denmark must be better at selling itself to foreign talents," said CEO at COWI¹³.

In HSBC's annual Expat Explorer, Singapore is in the first rank as the best place to live and work for the fourth year, winning over New Zealand, Germany, and Canada¹⁴. Even Singapore outperforms perfectly for the best place for international talents, the employers in Singapore is

¹¹ What Countries are Best at Attracting Talent? [STUDY] #GTTCI2014. (n.d.). Retrieved from <https://theundercoverrecruiter.com/countries-talent/>

¹² Confederation of Danish Industry (DI), & Mercuri Urval. (2016, November 29). Denmark's battle for global talents. Retrieved from http://di.dk/SiteCollectionDocuments/Shop/Whitepaper_A4_web.pdf?productid=12067&downloadType=Produkt

¹³ CEO at COWI: 'Denmark must be better at selling itself to foreign talents?' - Dansk Industri. (2018). Retrieved from <https://www.danskindustri.dk/di-business/arkiv/news/2018/9/ceo-at-cowi-denmark-must-be-better-at-selling-itself-to-foreign-talents/>

¹⁴ HSBC. (2018). Singapore - Expat Country Guides - HSBC Expat. Retrieved from <https://expatexplorer.hsbc.com/country-guides/singapore>

still experiencing the challenge of attracting high performing employees under the digital transformation¹⁵.

Based on the literature review above, there are four alternatives for further analysis:

- 1) Work in China
- 2) Work in France
- 3) Work in other EU countries – Denmark
- 4) Work in other Non-EU countries - Singapore

A comparison and analysis of employment status between France, China, Denmark, and Singapore are to be carried out. The comparison is to determine whether:

- Which country is the most attractive than the others and why?
- What should the companies from these countries do to strength so that can remain competitive in the talent market?

3. Development of Feasible Alternatives and attributes

3.1 Work in China

China's employment system is a contract employment system. Employees must be hired under a written contract, and technically it is difficult to fire an employee during the term of that contract. The initial contract term of three years is the most common term that companies use. Despite the short-term history of Chinese labor law and political heritage, employees can be fired quickly in China in fact because of the lack of awareness of employee right and the weak sense of defending for themselves.

The minimum wage standard in China varies from cities. The highest minimum wage standard is 2300 CNY (= 287.62 euros based on the currency rate on Oct 2018) in Shanghai, according to the report in 2017. A most recent government survey of migrant workers, who make up more than one-third of the workforce, puts their average salary at 3,485 CNY (about 437.38 euros) per month, very far from a living wage even in a small or medium-sized city¹⁶. Even more, many employees have to deal with a much fundamental problem: to get paid, in particular in the

¹⁵ Digital Shift: Employers in Singapore and APAC Grapple with Talent Acquisition and Retention - HR in ASIA. (2017, April 5). Retrieved from <http://www.hrinasia.com/recruitment/digital-shift-employers-in-singapore-and-apac-grapple-with-talent-acquisition-and-retention/>

¹⁶ Does China Have a Jobs Problem? (2018, May 22). Retrieved from <http://www.chinafile.com/conversation/does-china-have-jobs-problem>

construction and manufacturing industries. Lack of job security and low pay has been a reality for most workers in China today.

The standard working hours is 40 hours per week and the statutory vacation period is based on years of service from five days to fifteen days. Even China continues to grow as one of the leading economic powers in the last decades and the demand for skilled professionals is ever-increasing, many local companies still only offer the primary benefits to employees. For example, one of the giant tech companies, a new employee only has five days paid holiday while most international companies in China offer 10-12 days paid holiday for the same level employee. Like locals, expats in China also are often required to work unpaid overtime and have few legal options for seeking compensation¹⁷. It is a common fact that the employee in China is struggling with the long working hour and the work and life are out of balance.

3.2 Work in France

France has a reputation for its complex employment law and commitment to protecting the rights of employees. In France, there are two types of employment contracts. An employee can be employed under an open-term contract ("contrat à durée indéterminée") or a fixed-term contract ("contrat a durée déterminée")¹⁸. The most common-used employment contract is CDI. Termination of a CDI contract always is big trouble for employers. It is the reason why France is attractive to employees but overwhelming for business looking to hire in this country.

As one of the developed counties with a mature economy, the minimum wage of France in 2018 is 1,498.5 euros, and the growth is slight compared with 1343.8 euros in 2010.

Work-life balance values highly as employees are promised to have 35 hours working hours standard and 25 days paid vacation. Sunday working is forbidden by law unless the works are the exceptions to the rule. Even more, the right to disconnect has been a new arrival of benefits in 2017 which enlightens the view that workers have the right to occasionally draw the line when their employer's demands intrude on evenings at home, treasured vacations or Sundays with friends and family¹⁹.

¹⁷ Longer hours, differences in office culture and time zones trigger burnout among foreigners working in China - Global Times. (2016, March 24). Retrieved from <http://www.globaltimes.cn/content/975875.shtml>

¹⁸ Employment Law In France: The Basics - Mondaq. <http://www.mondaq.com/france/x/218184/employee+rights+labour+relations/Employment+Law+In+France+The+Basics>

¹⁹ France Lets Workers Turn Off, Tune Out and Live Life. (2017, December 22). Retrieved from <https://www.nytimes.com/2017/01/02/world/europe/france-work-email.html>

3.3 Work in other EU countries – Denmark

The Danish labor market system is not primarily based on laws but agreements and negotiations. Agreements have been reached through negotiations between trade unions and employer associations. It is called "The Danish model." This kind of model creates Flexicurity – the combination of flexibility and security for the employees all over the country²⁰. Generally, the term can be one to four years.

The standard working hour per week in Denmark is 37 hours and working time can be shorter due to the shift work and fixed night work. The maximum is 48 hours including overtime²¹. Working in Denmark, employees are subject to the Danish holiday legislation call "Ferie-loven," which means they are given the right to five weeks' holiday. Danish employees are required to order their holiday pay by completing the corresponding process²².

Any employee under "Funktionærloven"²³ will have clear rules of notice and termination which must comply the corresponding lengths of service and notice periods²⁴. Trade union offers big help to protect the employee from unreasonable termination.

Flat hierarchy, team-based, flexible working hours, proactive acting and informal tone of communication are the central Danish work culture characters²⁵. According to The Global Workforce Happiness Index, Denmark was ranked the fourth place of the "top 20 countries with the most satisfied and loyal employees"²⁶.

3.4 Work in other Non-EU countries – Singapore

The Employment Act covers employees in Singapore. There are three types of employees categorized by Employment Act – Managers/Executives Positions, Employees earning > SG 2,000/month and employees earning < SG 2,000/month.

²⁰ Terms of employment | Workindenmark. (n.d.). Retrieved from <https://www.workindenmark.dk/Working-in-DK/Terms-of-employment>

²¹ Annesofie Eve Hørlyk. (2018, July 3). Terms and conditions in Danish employment contracts. Retrieved from <https://www.oresunddirekt.se/in-english/in-english/start-working-in-denmark/danish-employment-contracts>

²² Annesofie Eve Hørlyk. (2018, July 3). Terms and conditions in Danish employment contracts. Retrieved from <https://www.oresunddirekt.se/in-english/in-english/start-working-in-denmark/danish-employment-contracts>

²³ What is 'funktionærloven? (Act on Salaried Employees)? (n.d.). Retrieved from <https://international.kk.dk/artikel/what-%E2%80%98funktion%C3%A6rloven%E2%80%99-act-salaried-employees>

²⁴ Annesofie Eve Hørlyk. (2016, May 31). Getting fired in Denmark and terminating Danish job. Retrieved from <https://www.oresunddirekt.se/in-english/in-english/stop-working-in-denmark/termination-of-employment-when-working-in-denmark>

²⁵ Workplace culture in Denmark | Workindenmark. (n.d.). Retrieved from <https://www.workindenmark.dk/Working-in-DK/Workplace-culture-in-Denmark>

²⁶ "The Countries with the Happiest Employees | Universum Global. (2016, January 18). Retrieved from <https://universumglobal.com/countries-happiest-employees/>

Generally, the standard working hours per week in Singapore is up to 44 hours. Employees with higher income and position may vary per contract, but the standard practice is 40 – 50 hours.²⁷ Singaporeans worked an average of 45 hours per week which broke the world record in 2017²⁸. The paid vacation varies for an employee with different income level. In general, employees have seven days in their first year and every year increase one day up to max 14 days.

Singapore does not have a mandatory minimum wage. Pay rates should be agreed upon the negotiation and agreement between employees and employers²⁹. Singapore has a well-established healthcare system, and its medical standards are some of the highest in Asia, which made it the regional center for medical excellence³⁰.

4. Selection of criteria

After exploring the employment status in four countries, an overall view of the differences employment status between them is becoming more evident.

Attributes	France	China	Denmark	Singapore
Term of employment	Unlimited	1-3 years	1- 4 years	As per contract
Minimum wage(2018)	€1,438.9 (¥11,334.19)	¥2,300 (€291.82)	No Minimum Wage	No Minimum Wage
Paid Vacation	25 days	5-15days	25 days	7-14 days
Paid Legal holiday	11days	11 days	11 days	11 days
Standard Workinghours per week	35hrs	40hrs	37hrs	44hrs

Table 1. Employment status comparison based on labor contract terms³¹

²⁷ Guide to Hiring Employees in Singapore. (n.d.). Retrieved from <https://www.guidemesingapore.com/business-guides/managing-business/hr-management/guide-to-hiring-employees-in-singapore>

²⁸ Singaporeans work the most extended hours in the world in 2017 – States Times Review. (2018, April 27). Retrieved from <http://statetimesreview.com/2018/04/27/singaporeans-work-the-longest-hours-in-the-world-in-2017/>

²⁹ Singapore Minimum Wage - World Minimum Wage Rates 2018. (2018). Retrieved from <https://www.minimum-wage.org/international/singapore>

³⁰ Healthcare in Singapore | Singapore Expat Guides. (n.d.). Retrieved from <https://www.singaporeexpats.com/guides-for-expats/healthcare-in-singapore.htm>

³¹ By the author

Notice Period of Termination (General Case)

Table 2. China

Length of service	Notice period
In probation	3 days
After probation	30 days

Table 4. Denmark

Length of service	Notice Period
Less than 6 months	1 month
6 months to 3 years	3 months
3 years to 6 years	4 months
6 years to 9 years	5 months
Over 9 years	4 months

Table 3. France

Length of service	Notice Period
Less than 6 months	The duration of the notice is fixed by the collective agreement or the practices in the company or the profession
6 months to 2 years	1 months
At least 2 years	2 months

Table 5. Singapore

Length of service	Notice Period
Less than 26 weeks	1 day
26 weeks to less than 2 years	1 week
2 years to less than 5 years	2 weeks
5 years and above	4 weeks

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Bill & Melinda Gates Foundation Ranking of Healthcare Systems	France	China	Denmark	Singapore
Ranking out of 195 countries	No. 20	No. 48	No. 17	No. 22

Table 6. Bill & Melinda Gates Foundation Ranking of Healthcare Systems³³

The term of employment. The term contract is the main factor of job stability which referring to the duration of jobs or the prolixity of retaining or leaving a job. Long-term or open contract offer employee higher job stability while it increases the labor cost of the organization's³⁴.

Minimum wage. A nation-wide minimum wage is that all the workers must get paid and most countries have it³⁵. As can see from table 1, the minimum wage of the four selected countries differ as each country has a different pay rate or not pay rate. France has a national minimum wage while in China it is set locally. Denmark and Singapore have no minimum wage. Thus, these criteria are not selected for further analysis.

³² By author

³³ BY author

³⁴ Changes in Job Stability and Job Security: A Collective Effort to Untangle, Reconcile, and Interpret the Evidence. (2000). In Neumark D. (Ed.), *On the Job: Is Long-Term Employment a Thing of the Past?* (pp. 1-28). Russell Sage Foundation. Retrieved from <http://www.jstor.org/stable/10.7758/9781610444279.4>

³⁵ Minimum-Wage.org - Minimum Wage Rates, History, and Labor Law Info. (n.d.). Retrieved from <https://www.minimum-wage.org/>

Paid Vacation & Legal Holiday. Offering employee paid time off is essential. Paid vacation can help to keep the physical and mental health of an employee, offer them enough time for family care and personal leisure. In return, employers will gain more loyalty and productivity which can significantly benefit the business in the long run.³⁶

Standard working hours per week. “Working time, the topic of the very first international labor Standard, the Hours of Work (Industry) Convention, 1919 (No. 1), remains of great importance today”. The eight-hour day, implying the 48-hour week was the dominated standard all around the world. With the increasing need for safeguard the welfare and economic efficiency, the standard is evolving. The reducing working hours have been highlighted many times for worth stressing.³⁷

The difficulty of termination. As the different process of employment termination for various causes in the different country, the length of the notice period can be used as a primary factor for the termination.

“The longer the period agreed in the contract, the longer the employee has to find a new job without being unemployed and therefore unpaid giving comfort and security to the employee.”³⁸

Healthcare system. “Benefits are a critical piece of an employee compensation package, and health care benefits are the crown jewel.”³⁹ Funding by Bill & Melinda Gates Foundation, hundred GBD healthcare accessors and quality collaborators measured performance on Healthcare system among 195 countries in 2016. The index ranking provides further insights into the healthcare benefits of each country⁴⁰.

³⁶ The Importance of Paid Time Off. (2017, May). Retrieved from

<https://www.canopyhealth.com/en/members/articles/the-importance-of-paid-time-off.html>

³⁷ Lee, S., McCann, D., & Messenger, J. C. (2007). Working Time Around the World. Retrieved from

https://www.ilo.org/wcmsp5/groups/public/@dgreports/@dcomm/@publ/documents/publication/wcms_104895.pdf

³⁸ Earley, J. (2016, February 18). Notice Periods and Their Value. Retrieved from

<https://www.linkedin.com/pulse/notice-periods-value-john-earley/>

³⁹ Should You Offer Employees Health Care Benefits? (n.d.). Retrieved from

<https://www.bizfilings.com/toolkit/research-topics/office-hr/should-you-offer-employees-health-care-benefits>

⁴⁰ GBD 2016 Healthcare Access and Quality Collaborators. (2018). Measuring performance on the Healthcare Access and Quality Index for 195 countries and territories and selected sub-national locations: a systematic analysis from the Global Burden of Disease Study 2016. Retrieved from The Lancet website: [https://doi.org/10.1016/S0140-6736\(18\)30994-2](https://doi.org/10.1016/S0140-6736(18)30994-2)

Attributes	Term of employment	Paid Vacation/Legal Holiday	Standard workinghours per week	The ease of termination	Healthcare system	Total Scores	Ranking
Term of employment	x	1	1	1	1	5	1
Paid Vacation/Legal Holiday	0	x	1	1	1	4	2
Standard workinghours per week	0	0	x	0	1	2	4
The ease of termination	0	0	1	x	1	3	3
Healthcare system	0	0	0	0	x	1	5

Table 7. Selected Criteria⁴¹

FINDINGS

1. Analysis and comparison of the alternatives

After assessing and ranking the importance of each criterion, to further support the results, we add each attribute to attain and compare the possible alternative solution. Moreover, additive weighting technique is applied to find out which country is preferable for working.

Quality	Score
Excellent	4,0
Good	3,0
Average	2,0
Poor	1,0

Table 8. Scorecard⁴²

⁴¹ By the author

⁴² By author

Attributes	China	France	Denmark	Singapore
Term of employment	1,0	4,0	2,0	3,0
Paid Vacation/Legal Holiday	1,0	4,0	3,0	2,0
Standard workinghours per week	2,0	4,0	3,0	1,0
The Difficulty of termination	1,0	3,0	4,0	2,0
Healthcare system	1,0	3,0	4,0	2,0
Sum	6	18	16	10

Table 9.MADA Analysis Step 1⁴³

Criteria	Total Score	Total Ranking	Normalized Weight (A)	Work in China		Work in France		Work in Denmark		Work in Singapore	
				(B)	(A) x (B)	(C)	(A) x (C)	(D)	(A) x (D)	(E)	(A) x (E)
Term of employment	5,00	1	0,33	1,00	0,33	4,00	1,33	2,00	0,67	3,00	1,00
Paid Vacation/Legal Holiday	4,00	2	0,27	1,00	0,27	4,00	1,07	3,00	0,80	2,00	0,53
Standard workinghours per week	2,00	4	0,13	2,00	0,27	4,00	0,53	3,00	0,40	1,00	0,13
The difficulty of termination	3,00	3	0,20	1,00	0,20	3,00	0,60	4,00	0,80	2,00	0,40
Healthcare system	1,00	5	0,07	1,00	0,07	3,00	0,20	4,00	0,27	2,00	0,13
SUM	15,00	Sum	1	Sum	1,13	SUM	3,73	SUM	2,93	SUM	2,20

Table 10. MADA Analysis Step 2⁴⁴

2. Selection of the preferred alternative

As can be seen from table 10, France has higher scores out of 4 countries, and Denmark is in the second place; France outperforms others on Term of employment, Paid vacation & legal holiday and standard working hours while Denmark has the highest scores on The difficulty of termination and Healthcare system. Singapore is the third place as the lowest score fell on Standard working hours while China is rated the last with four worst-performed criteria.

Based on the literature review, disjunctive method and the additive weighting analyses, it is clear that France has more competencies to attract international project team member among the four countries. Denmark is the next preferable country to go as it offers employees a high quality of welfare and job stability. EU countries outperform Asia countries on attracting international talents by offering right work/life balance, job security and stability through contract and well-establish healthcare system. These offers can ensure the high quality of employees' life. High skilled talents value these elements as relocation for a job is always not easy.

⁴³ By author.

⁴⁴ By author

3. Performance monitoring and post evaluation

One of the primary purposes of this study is to find out what element organizations should enhance to remain competitive in the talent market. In order to be more competitive in the global talent market, it is necessary to enhance better benefits through the employment contract like more adding paid time off, reducing working hour and extra health insurance.

As the GIG economy - One of the most transformative global economic trends is rising; the labor market has been freer than before. Reported by PMI, "more than 2/3 of organization report using outsourcing or contract project manager. The one life-long or multi-year employment has begun transforming". This new employment may overtake the traditional ones. "The gig economy is expanding, companies are adapting to this growth and, the result will be that companies who make the hiring process easiest will win over the most qualified workers," said Keith Ryun, the founder of an online hiring platform⁴⁵. Organizations should keep eyes on the new trending as the day of employment is transforming, and a new perspective for attracting and hiring the dynamic and changing workforce is needed, in particular for project staffing.

CONCLUSIONS

HR manager has a significant role in project, programme and portfolio management – responsible for allocating human assets with a broader horizon, especially facing the global competition. This paper conducts the MADM methodology to analysis the employment status in four countries, and the findings provide sufficient proof to answer the research questions as follows:

- France is the preferred alternative for attracting high valued project staff among the four countries.
- On the other hand, China will be the preferred project staff based place with the long working hour and the ease of termination in the perspective of saving staffing cost.
- Organizations should enhance better benefits through the employment contract so that to be more competitive in the global talent market.

The Follow-on research on employment contract should be conducted as the gig economy may change the employment model and the new contract types are emerging. It is necessary to understand that how the new trend will impact the staffing management of project, programme, and portfolio and to be able to develop solutions.

⁴⁵ Shrikant, A. (2018, October 1). The gig economy isn't going anywhere. Four experts explain why. Retrieved from <https://www.vox.com/the-goods/2018/10/1/17924856/gig-economy-uber-sharing>

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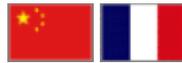
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About the Author



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Ling Li is a talent acquisition professional with 4 years of experiences in Human Resource Management. Born in the south of China and raised in Shenzhen - a gleaming manifestation of China's economic miracle, she gained a Human Resource Professional Certificate after university and started her HR career in Walmart China Headquarters. After worked in different industries – retail, trading service, ecommerce and digital marketing, currently she is completing her MSc in Project and Programme Management & Business Development from SKEMA Business School.

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