

IHRIM Journal

VOLUME XI, NUMBER 5

2007



Powered by **Bright Ideas**

©2007 by IHRIM, Inc. All Rights Reserved. Reproduction in whole or in part without written permission is strictly prohibited.

The **IHRIM Journal** is a publication of the International Association for Human Resource Information Management (IHRIM) whose mission is to be the leading professional association for knowledge, education and solutions supporting human capital management. Submission of an article to IHRIM and/or its publishing representatives constitutes permission to publish the article in any form or medium under the guidelines of the IHRIM Copyright Transfer Agreement. Articles may be edited for reasons of space and clarity.

The **IHRIM Journal** (ISSN 1098-5565) is owned by IHRIM, Inc., P.O. Box 1086, Burlington, MA 01803 USA. PRINTED IN USA

EDITOR-IN-CHIEF:

KAREN V. BEAMAN, Managing Partner, Jeitosa Group International, San Francisco, CA USA
karen.beaman@jeitosa.com

INDUSTRY ARTICLES EDITOR:

Dr. LISA M. PLANTAMURA, Mt. Tabor, NJ, USA
4phoenix@optonline.net

INTERNATIONAL ARTICLES EDITOR:

SYNCO JONKEREN, SAP Business Process Outsourcing, The Netherlands
synco@jonkeren.com

EDITORIAL ADVISORY BOARD

GARY L. DURBIN, HR/Internet Industry Visionary, Oakland, CA, USA
hacker@varabot.com

DR. CHARLES H. FAY, Chair of Human Resource Management Department, Rutgers University, Highland Park, NJ, USA
chfay@email.msn.com

ROW HENSON, Senior Fellow, Oracle, Pleasanton, CA, USA
row.henson@oracle.com

DR. CARL C. HOFFMAN, Partner, IBM Global Services, Chapel Hill, NC, USA
carl.Hoffmann@us.ibm.com

JENNI LEHMAN, Vice President, Gartner Research, Lafayette, CO, USA
jenni_lehman@sbcglobal.net

VINNIE MIRCHANDANI, CEO, Deal Architect, Tampa, FL, USA
vmirchan@att.net

ELENA MARÍA ORDÓÑEZ, Senior Vice President of Globalization Services, Human Capital Management Global Business Unit, SAP AG, Walldorf, Germany
elena.maria.ordonez@sap.com

JIM SPOOR, President and Chief Executive Officer, Spectrum Corporation, Denver, CO, USA
jspoor@spectrumhr.com

JAY F. STRIGHT, Jr., Managing General Partner, Stright Associates LLC, San Francisco, CA, USA
jaystright@strightasso.com

DR. DANIEL SULLIVAN, Associate Professor, University of Delaware, Wilmington, DE, USA
sullivad@gmail.com

DR. JOHN SULLIVAN, Department Head and Professor of HR, San Francisco State University, San Francisco, CA, USA
JohnS@sfsu.edu

DR. SCOTT TANNENBAUM, President, The Group for Organizational Effectiveness, Inc., Associate Professor, State University of New York, NY, USA
Scott.Tannenbaum@groupOE.com

ALFRED J. WALKER, Senior Fellow, Towers Perrin, Parsippany, NJ, USA
al_walker@aol.com

HONORARY EDITORIAL ADVISORY BOARD

DR. THOMAS H. DAVENPORT, President's Distinguished Professor, Babson College and an Accenture Fellow, Babson Park, MA USA
tdavenport@babson.edu

THOMAS A. STEWART, Editor, *Harvard Business Review*, Boston, MA, USA
thosstew@aol.com

H.C. KLAUS E. TSCHIRA, Supervisory Board Member, SAP AG, Walldorf, GERMANY
Klaus.Tschira@kts.villa-bosch.de

DR. DAVID ULRICH, Professor, Business Administration, University of Michigan, Ann Arbor, MI, USA
DUlrich@rbl.net

CONTRIBUTING COLUMNISTS

PHILLIP BOOTH, Business Unit Manager, Human Resources, SAP Southern Africa, Johannesburg, SOUTH AFRICA
phillip.booth@sap.com

GERRY FALKOWSKI, Faculty Member, University of Minnesota, Minneapolis, MN USA
g.falkowski@charter.net

JOHN JOHNSTON, Managing Director, Human Resource Management Solutions, Ontario, CANADA
john.johnston@globalHRMS.com

PHILIP JONES, IS Planning & Development Manager, British Airways, London, UNITED KINGDOM
philip.g.jones@british-airways.com

VALDIS KREBS, Organizational Consultant, Cleveland, OH, USA
valdis@orgnet.com

2007 IHRIM BOARD OF DIRECTORS

OFFICERS:

Chair, Jacqueline Kuhn, Officemax; Vice Chair, John Greer, Smart Financial Credit Union; Chief Financial Officer, C. Lamar Davis, IBM Global Business Services; Secretary, Damon Lovett, First American Corporation

DIRECTORS:

David Binda, HR Results, Ltd.; Kevin Carlson, Ph.D., Virginia Tech Pamplin College of Business; Rob Eidson, Deloitte Consulting LLP, Bing Hobson, Hobson Consulting; Syblil Romley, Spectrum HR Systems Corporation, Nov Omana (Past Chair), Collective HR Solutions, LLC

IHRIM, INC. MANAGEMENT

Lynne Mealy, President & CEO
lmealy@ihrim.org

PUBLISHING INFORMATION

Publisher and Managing Editor: Tom Faulkner, Futura Publishing LLC, 6205 Bull Creek Road, Austin, TX 78757, USA, 1.512.374.9961, fax 1.512.323.6790
tomf@futurapublishing.com

Copy Editor: Neil Faulkner, Futura Publishing LLC, 6205 Bull Creek Road, Austin, TX 78757, USA, 1.512.374.9961, fax 1.512.323.6790

Advertising Manager: Pat Huber, Futura Publishing LLC, 6205 Bull Creek Road, Austin, TX 78757, USA, 1.512.310.9795
phuber2@austin.rr.com

Production Director: Lisa Braud, Austin, TX, USA,
lisabraud@txwinet.com