

IHRIM Journal

VOLUME III, NUMBER 3

SEPTEMBER 1999

The IHRIM *Journal* is a publication of the International Association for Human Resource Information Management (IHRIM) whose mission is to be, internationally, the leading global source of knowledge for the application of human resource information and technology to improve organizational effectiveness.

The IHRIM *Journal* is owned by IHRIM, Inc., 401 North Michigan Avenue, Chicago, IL 60611 USA, 1.312.321.5141, fax 1.312.245.1080. PRINTED IN USA

EDITOR-IN-CHIEF: KAREN V. BEAMAN, Vice President, European Operations, AGConsulting, Paris, FRANCE
kbeaman@agconsult.com

INDUSTRY ARTICLES EDITOR: Dr. LISA M. PLANTAMURA, Associate Director, Novartis Pharmaceuticals Corporation, East Hanover, NJ USA
lisa.plantamura@pharma.novartis.com

INTERNATIONAL ARTICLES EDITOR: BRIAN KIMBALL, Vice President, Sales, Intellect Systems, Inc., Calgary, AB, CANADA
bkimball@hrintellect.com

DEPARTMENT EDITOR: PHILIP JONES, Senior HR Consultant, British Airways, London, UNITED KINGDOM
philip.g.jones@british-airways.com

EDITORIAL ADVISORY BOARD

GARY L. DURBIN, Chief Technology Officer, Concur Technologies, Oakland, CA USA
gldurbin@seekersoft.com

ROW HENSON, Vice President, Product Strategy, PeopleSoft, Pleasanton, CA USA
row_henson@peoplesoft.com

Dr. MICHAEL J. KAVANAGH, Professor of Management and Psychology, University of Albany, NY USA
BigMickAlbany@postoffice.worldnet.att.net

Dr. NANCY PAULE MELONE, Associate Professor, Management & Systems, University of Oregon, Eugene, OR USA
nmelone@msa.com

VINNIE MIRCHANDANI, Research Director, Gartner Group, Inc., Boston, MA USA
vinnie.mirchandani@gartner.com

Dr. MARGI OLSON, Chief Knowledge Officer, Lotus Consulting, Melbourne, AUSTRALIA
margi_olson@lotus.com

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

ROBERT H. STAMBAUGH, President, Kapa'a Associates, Kekaha, HI USA
stambaugh-kapaa@worldnet.att.net

JAY F. STRIGHT, Jr., Executive Director, Management Consulting, AGConsulting, San Francisco, CA USA
jstright@agconsult.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@ecgweb.com

JUAN VILA, Board Vice Chairman, Meta4, Madrid, SPAIN
juanv@meta4.es

ALFRED J. WALKER, Senior Fellow, Towers Perrin, Parsippany, NJ USA
walkeaj@towers.com

HONORARY EDITORIAL ADVISORY BOARD

Dr. THOMAS H. DAVENPORT, Professor, Management Information Systems, Boston University Graduate School of Management, Associate Partner and Director of the Institute for Strategic Change, Andersen Consulting, Wellesley, MA
thomas.h.davenport@ac.com

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

DAVID ULRICH, Professor, Business Administration, University of Michigan, Ann Arbor, MI USA
dou@umich.edu

INTERNATIONAL CORRESPONDENTS

United States: Dr. CARL C. HOFFMAN, Partner, PricewaterhouseCoopers, Chapel Hill, NC USA
hoffmann@hoffmannresearch.com

Canada: IAN TURNBULL, Senior Consultant, CSC Pinnacle Group, Inc., Aurora, Ontario CANADA
iturnbul@pinnaclegroup.com

Western Europe: JACKIE PENTICOST, Product Architect, Oracle HRMS Applications, Reading, UNITED KINGDOM
jpentico@uk.oracle.com

Eastern Europe: GABOR ERDI, HR Consultant and Product Manager, SAP Hungary, Budapest, HUNGARY
gabor.erd@sap-ag.de

Africa: PHILLIP BOOTH, Business Unit Manager - Human Resources, SAP Southern Africa, Johannesburg, SOUTH AFRICA
phillip.booth@sap-ag.de

Asia Pacific: JOHN MACY, Principal HR Consultant and Managing Director, Competitive Edge Technology, Sydney, AUSTRALIA
John_R_Macy@notes.seagate.com

Latin America: JULIAN A. de DIEGO, Attorney, Buenos Aires, ARGENTINA
dediego@datamarkets.com.ar

CONTRIBUTING COLUMNISTS

EDWARD LEE ISLER, Isler and Ray, PC, Vienna, VA USA
eisler@erols.com

PHILIP JONES, Senior Consultant, British Airways, London, UNITED KINGDOM
philip.g.jones@british-airways.com

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

SHARON LAMPTON, Independent Consultant, San Francisco, CA USA
slampton@pacbell.net

JOEL LAPOINTE, Director, Management Consulting Resources, Renaissance Worldwide, Lincoln, MA USA
joel_lapointe@hunter-group.com

DAVID LINK, Practice Director, Enterprise Self-Service, The Hunter Group, Vienna, VA USA
david_link@hunter-group.com

IHRIM BOARD OF DIRECTORS

OFFICERS:

President/Board Chair, B. Lynn Deleo, Depository Trust Co., Vice Chair, Noel Hannon, Motorola, Inc., Secretary, Robert Loller, Phoenix Home Life Insurance, Chief Financial Officer, Ian Turnbull, CSC Pinnacle Group, Inc.

DIRECTORS:

Karen V. Beaman, AGConsulting, Sheona Campbell, Pricewaterhouse Coopers LLP, Lorraine Lepler, Crestone International LLC, Mike Method, Ford Motor Company, Moira Miller, Executive Alliance, Jim Spoor, Spectrum Human Resource Systems Corp., Robert H. Stambaugh, Kapa'a Associates, Barbara Von Bergen, The Consulting Team.

EXECUTIVE DIRECTOR:

M. Bernadette Patton
bernadette_patton@sba.com

PUBLISHING INFORMATION

Publisher and Managing Editor: Tom Faulkner, Rector-Duncan & Associates, Inc., Austin, TX USA, 1.512.454.5262, fax 1.512.451.9556
tomf@rector-duncan.com

Art and Production Director: Emmeline Aguirre-Roe, Rector-Duncan & Associates, Inc., Austin, TX USA 1.512.454.5262, fax 1.512.451.9556
emmel@rector-duncan.com

