

EXECUTIVE SUMMARIES

IHRIM Journal

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ON THE KNOWLEDGE FRONTIER: EVALUATING A KNOWLEDGE MANAGEMENT INITIATIVE NEEDS A GOOD BEGINNING6

By George M. Alliger, Ph.D.

Not all knowledge management (KM) initiatives should be evaluated. Should you be requested to undertake an evaluation, you should conduct a careful, independent analysis of the circumstances surrounding the initiative. This article presents an approach to such an analysis, including defining and understanding the initiative, identifying the customers of the initiative and clarifying their expectations for it, determining the purpose(s) of the evaluation and confirming the appropriateness of an evaluation given the obtained information. The importance of engaging in an up-front analysis of this type cannot be overestimated; the result will either be avoiding an evaluation that would be useful to the organization or engaging in an evaluation that illuminates the KM initiative in ways that otherwise would not have been possible.

VISIONS OF THE FUTURE: A PANEL DISCUSSION11

By Karen Beaman (moderator), Gary L. Durbin, Jenni Lehman, Robert H. Stambaugh, John Sullivan, and Alfred J. Walker

This panel discussion was an IHRIM Journal-sponsored session given at the annual IHRIM Conference in Salt Lake City, Utah in June 1999 moderated by Karen Beaman. The IHRIM Journal asked industry thought leaders from the field to talk about their vision of HRMS in the future: Gary Durbin (Concur/Seeker-Soft), represented the vendor community, Jenni Lehman (GartnerGroup), the analyst community, Bob Stambaugh (Kapa'a Associates), the consulting community, and Dr. John Sullivan (San Francisco State University), the academic community. Al Walker of Towers Perrin was unable to participate on the panel, but sent in his thoughts for inclusion in this article.

NEW DIRECTIONS IN SELF-SERVICE: A PANEL DISCUSSION21

By Row Henson (moderator), Jim Spoor, Jeff Comport, Jim Candler, Jay Stright and Al Walker

This panel discussion was an IHRIM Journal-sponsored session given at the annual IHRIM Conference in Salt Lake City, Utah in June 1999 that focused around new and emerging directions in the self-service arena. It was moderated by Row Henson, from PeopleSoft and included four panelists representing differing interests in this subject. Jim Spoor, Spectrum HR Systems, represented the vendor community, Jeff Comport, (GartnerGroup), the analyst community, Jim Candler, Federal Express Corporation, the user/customer community, and Jay Stright, AG Consulting, the consulting community. Al Walker, of Towers Perrin, was unable to participate on the panel, has sent in his thoughts for inclusion in this article.

ISSUES AND DIRECTIONS FOR HR IN THE NEW MILLENNIUM: IMPLICATIONS FOR HR OF THE MIGRATION FROM PRODUCTION TO KNOWLEDGE-WORKER29

By Jay F. Stright and David H. Goodman, Ph.D.

This article reports preliminary findings of a practices and attitudes study among HR executives. The first phase of the research consisted of a questionnaire filled out by HR executives; later phases will collect data through open-ended interviews and focus groups. The preliminary findings of Phase One are discussed and placed in a conceptual context. This context centers on the challenge to the HR function to move from dealing with the mass production paradigm — a paradigm for which effective HR solutions have been developed extensively — to dealing with post-production paradigms, for whose demands HR solutions are only beginning to emerge. This is the first in a series of articles on the results of this extensive, multi-year HR executive survey. The second article will center on Phase Two, and the third on findings from Phase Three findings.

GLOBALIZATION OF HUMAN RESOURCES39

by Row Henson

After being a "global, mobile and

sometimes "virtual" employee over the past 15 months, living in both Asia and Europe, Henson shares some of her perspectives and personal experiences on the topic of the globalization of human resources. This article focuses on four major differences in a globally-focused HR deployment over a domestic one; 1) differences in the HR function, 2) differences in the legal and regulatory environment, 3) differences in the technology infrastructure, and 4) differences in the cultures impacted.

"EUROPEANISATION" AND THE NEW EUROPEAN HRIS BUSINESS ENVIRONMENT44

By Karen V. Beaman

Prediction is tricky when analysing the human resource information systems (HRIS) scene in Europe, because of the many conflicting forces the continent is subject to. In general, these forces can be summarised as dialectic of two trends. On the one hand, Europe has many nations, languages, cultures, histories, and nationalistic tendencies that are pushing it in one direction; on the other, there are significant "Europeanisation" forces that are pulling it in another, more unified direction with the subsequent emergence of a pan-European business environment. If there is anything we can safely predict about HRIS in Western Europe, it is that its growth will be a far more complicated process than it has been in the U.S. This article discusses the major HRIS trends developing throughout Europe, at both the pan-European and national levels, and attempts to unravel these opposing forces by synthesising the key trends likely to dominate European HRIS in the next millennium.

DRIVING YOUR COMPANY DOWN A DATA MINESHAFT WHILE USING AN EXECUTIVE DASHBOARD51

By Carl C. Hoffmann, Ph.D.

This article discusses executive dashboards and data mining and the contribution that each can provide to an organization and its business operations. There are, however, problems and pitfalls associated with these tools. Executive dashboards can be an effective way to represent complex data in the form of key performance indicators to the end user. The dashboard is excellent

at identifying the key performance indicators that are most important, but this is only the first step. It is also important to understand what contributes to those indicators, analyze the cause, and take the necessary actions to bring the indicators to line. Data mining can uncover "hidden predictive relationships" within intricate databases and provide exciting insight to many difficult HR problems. Like other scientific models, data mining requires the formulation of a test or hypothesis to validate the results. Finally, if this new trend for discovery and change is enacted with discipline, data mining and decision support can have a profound positive effect on the business.

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By John Macy

Component Based Development (CBD) is the latest technology revolution. Not since client/server technology first emerged in the early 1990s has so much interest been aroused in an application development technique. However, the technology is very closely aligned to Object-Oriented Technology (OOT) that burst onto the scene a few years ago to promise greater efficiency and better rewards for application developers, and cheaper systems for the HR community. OOT failed to convince the HR industry and only partially delivered on its promises. Will CBD succeed where OOT failed and if it does succeed what will be the impact on HR? The Component Revolution article describes the architecture and the concepts that underpin the technology and examines the likely impact the technology will have on the HR industry, in particular on the way HR systems will be developed, selected and sold in the future. The article also looks at some of the issues in relation to standards and licensing that will need to be resolved if the technology is going to be successful.

WHEN SELF-SERVICE BECOMES SELF-DEFEATING62

By Vinnie Mirchandani

As HR executives know, self-service is not a new concept. But, it has gained significant momentum as the Web facilitates extending many processes to "true" end users. Knowing its limits is a key to successful deployment — and, as

early adopters of this concept, HR executives have a responsibility to present an objective perspective to their colleagues in procurement, finance and other functions where self-service is gathering steam. In spite of huge IT investments and reengineering efforts over the last few years, HR still spends too much time in transaction processing and not enough in forward looking activities. Against this backdrop, self-service, especially the Web-facilitated version (compared to previous kiosk or IVR-deployed versions), shows considerable promise.

POST-MODERN HR SYSTEMS (PART 3)64

By Robert H. Stambaugh

In the initial installment of this article, Bob Stambaugh introduced the concept of multi-tiered HRIS and explored a few of the complications these increasingly sophisticated information environments or "ecologies" have created for HRIS management. He described how successive generations of HRIS retained all the key components of each preceding generation, and how as a result, even everyday situations become potential points of conflict. According to Stambaugh, we — HRIS management and our vendor community — have to understand the different types of processing behaviors that are appropriate for centralized and core systems, decentralized operations and truly distributed environments.

In the second article in the series, he added the concept of information "ecosystem" or "ecology" as an analytical framework and a graphic depiction of the emerging HRIS environment. The framework portrayed our primary systems and major stakeholder constituencies as they transition over time from traditional and rigid IT and management mindsets and models into the more informal, interconnected networks that presage the Internet age. To help differentiate movement from one system to the next, he divided the ecological framework into a landscape with four quadrants — four microclimates of the ecosystem or "situations". These quadrants/microclimates represented the dominant types of HRIS activity at each stage of the overall HRIS lifecycle. In this part of the series, Stambaugh also

introduced an approach for estimating how well the components in today's generic HRIS tool kit will work when delivered to a specific stakeholder group in a unique environmental niche: this technique involved plotting CPT (concepts, processes, tools) power against stakeholder skill scores, using the four-quadrant, "ecosystem" map.

In this third installment, Stambaugh looks at the stakeholders, bystanders, peripheral participants and predators who inhabit the HRIS ecosystem with us. He provides a framework to help us effectively identify and manage most of them, and how to live with or defend ourselves from the rest. During this tour of the HRIS ecology, we are reminded of two important components to the ecosystem — the impact of natural forces (those beyond our control) and time. He tells us that how we experience time, and what we are expected to do with it, is changing as the true scope of the Internet and World Wide Web opens to view.

International Perspective — North America PROOF THAT DESIGNS COME TRUE .87

By Carl C. Hoffmann, Ph.D.

In order to create effective organizations, HR departments must work together with line management and shared services in several important activities including recruiting and serving employees, planning, policy development and risk reduction. This article discusses these processes and the division of labor that is involved in performing them. One facet to creating an effective organization involves building a HR structure that includes Corporate HR, Business Unit HR and Shared Services. The functions of each sector as well as the technologies and methods of service delivery that are employed to fulfill those functions are reviewed. The article also discusses the role of multiple interfaces which allow access to core technologies (data stores and data warehouses) to retrieve information specific to the needs of different users. Finally, a company's HR and technology reorganization efforts are presented as an example of the model discussed in the article.

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By Jackie Pentecost

The European Union (EU), post-euro, has announced an aggressive program of legislation, combined with mechanisms to speed up the implementation of EU directives as law in individual countries. Since the process of conversion to the euro over the next few years for many EU members will involve key management decisions and an allocation of significant resources, HRMS practitioners should look ahead to consider how this legislation will impact existing HR processes and what resources will be needed. Significant changes in existing and pending law include the Working Time Directive, the entitlement of part-timers and fixed-contract staff to many more employment rights, and new family leave rules.

**International Perspective - Central and
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By Dr. József Poór

The transition process from socialism to capitalism is unusual in the history of mankind. The difficult political and economic process associated with this transition has been hampered by a dramatic decrease in the output performance of the separate economies in Central and Eastern Europe. Today, most of countries within the region have begun to grow. When a company is privatised or governed by Western-like business law, there is no guarantee that the value systems and mindsets of the employees will change. When all the financial, legal, technical and sales frameworks are in place in a privatised local company or in firms with foreign participation, it is only the first stage in the creation of a Western-like enterprise. Once in place, one must ask, How do we intend to get people and organisations to perform competitively? The best financial infrastructure in the world won't make companies moving from a command economy to a market economy successful if the people and the organisation don't deliver.

**International Perspective - Asia/Pacific
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By John Macy

During the June 1999 IHRIM Journal panel discussion in Salt Lake City, the Asia-Pacific correspondent, John Macy, described four points about the Asia-Pacific environment specific to the status of the HRIS industry. First, there are many organisations in the region impacted by global HRIS projects that face success barriers. Benefits and risks are not always assessed before an implementation commences. Second, payroll often drives the final HRIS selection in the Asia-Pacific region. Some of the value-added HR features are not as heavily weighted in product selection. Third, cost justification for customising an HRIS product in Asia requires a different approach to the model used in the USA. And finally, Australia and New Zealand are well prepared for the Year 2000 changeover, but some countries in Asia will be at risk because of the tendency to modify HRIS products and the low priority that has been assigned to the Y2K problem.

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By Phillip Booth

While HR practitioners within the developed countries look to implement sophisticated HR systems that take employees to new levels of self-service, within Africa, practitioners are dealing with far more basic yet absolutely vital issues. These include workplace democracy and educating employees on basic rights. Within the developing world, HR embraces far broader issues than those encountered in developed nations. Yet, this in itself, is a challenge that many in Africa are more than willing to meet. This article explores the implications of some of these key issues driving change.

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By Julián Arturo de Diego

This article summarizes the trends observed in the main Latin American countries that are leading the change

process in HR systems — specifically Mexico, Chile, Venezuela, Brazil and Argentina. The major area of change focuses on updating the existing labor relations model, where variable wages, multiple competencies, flexible hours of work, and the rest combine with the goal of improving productivity and competitiveness. Technological upgrades and the participation of international consultants are essential elements to ease the change process in Latin America.

**Working in the Connected World:
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By Valdis Krebs

In the network, your pattern of connections reveal who you are and what you are trying to accomplish. We don't need to see inside the node; we can deduce much from how it is connected to other nodes and in return how they are connected. Understanding an individual or group by investigating their connections is not a new science. It has been going on for a few decades. But, Krebs illustrates how "clandestine" methods employed by the CIA, FBI, and other intelligence-gathering organizations can also be used within organizations to enable and invigorate knowledge sharing and innovation.

**HRIS Legal Update: United States
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By Edward Lee Isler, Esq.

In the last 20 years, many employers have begun to include severance programs within their personnel policies. This development likely has resulted from the increasingly fluid business environment in the U.S., where companies are bought and sold, and employees are frequently subjected to layoffs and reductions in workforce. While maintaining such a policy may be good business practice and good for employee relations (by informing employees of the severance they will receive if laid off), employers may not be aware that such programs generally must be considered as "employee welfare benefit plans" under the Employee Retirement Income Security Act of 1974, as amended (ERISA). This article discusses the circumstances under which such programs will be covered by ERISA and ex-

amines the attendant burdens and advantages of treating such programs as ERISA plans.

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FAMILY VALUES111

By Phil Jones

Do expressions such as “family values” or “support for the family” have any practical meaning within business? And, might the answer to this question be of interest to HR practitioners? This article considers European Union (EU) attempts to reconcile the sometimes conflicting spheres of work and family life. In particular, it examines the Parental Leave Directive which gives employees legal rights to time off work for social responsibilities such as bringing up children and dealing with family emergencies. The article discusses why and how the EU has taken legal initiatives in this area and considers the impact of the directive in two EU countries — Sweden and Germany — that have long had generous provisions relating to family leave. This is contrasted with the UK, where little or no such provision existed previously. Some of the issues for HR practitioners in monitoring family leave are examined, and arguments for and against such initiatives are briefly summarised.

HRIS Case Study:

WELCOME TO THE STARTING LINE ...

JUST WHEN WE THOUGHT WE

WERE FINISHED113

By Joel R. Lapointe

As practitioners, consultants and vendors in the HRIS arena, we are all tempted to enjoy a big sigh of relief as we approach the new millennium. The new system is in place, we've tested it every way possible, our parallel cycles have been proven out to the penny, our users are trained, and we have finally finished the largest, most time-critical project that we've ever done. Lest we celebrate too much, it must be realized that while the primary objective of Y2K compliance may have been accomplished, all that time and money was also expended to establish the information backbone that would serve the business needs for a much broader agenda — increased enterprise performance. Lapointe's case study allows us to be a “fly-on-the-wall” at a series of

HRIS strategic planning meetings. After listening in, we have the opportunity to determine what the three key objectives should be for post-Y2K strategic planning.

Data Protection:

THE FORMULATION OF AN HR DATA

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By Don Harris

This article describes a consortium of multi-national companies, HR associations and software vendors that is being formed to address the growing challenges global firms face in complying with data protection laws and requirements. The most immediate impetus to forming the consortium is the challenge of the European Union's (EU) Privacy Directive that continues to threaten all transborder flows of personal data from Europe. A major objective of the consortium is to ensure that HR data receives appropriate treatment in the on-going U.S.-EU “Safe Harbor” talks over implementation of the Directive.

Other regulatory challenges the consortium will address include a new sector-specific EU directive on HR data and proposed national privacy legislation in Canada, Australia and Japan. In addition, the consortium will develop two self-regulatory instruments that companies can use in protecting privacy and in demonstrating regulatory compliance: a model contract customized to HR and an HR information code of practice. The article concludes with a description of the consortium's current objectives, deliverables and time frame, along with contact information.

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By Sharon Lampton

Peter G. Peterson's *Gray Dawn* will depress you, but you can then be uplifted by Thomas Petzinger's *The New Pioneers*. Depressing as it may be, *Gray Dawn* is well worth the time you will invest in reading it. We all need to understand the world economic conditions in the era we are now entering — trust me, it's not what you learned in high school. Petzinger uses more than 40 case studies from small and medium sized businesses to advance his concepts in *The New Pioneers*.

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- ◆ a forum for high-level (i.e., executive-level) discussion and debate of current and controversial issues;
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FOOTNOTES:

Books

1 Robert K. Wysocki, Robert Beck, Jr., and David B. Crane, *Effective Project Management* (New York: John Wiley & Sons, Inc., 1995), p. 10.

Magazine Articles

2 John Kelly, "Distance Education: Closer Than You Think!," *IHRIM.link*, February/March 1999, pp. 14-22.

Journal Articles

3 Robert H. Stambaugh, "Cones of Silence: The HR Systems 'Body of Knowledge' and the Real HRIS Ecosystem," *IHRIM Journal*, vol. 2, no. 2, 1998, pp. 22-29.

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Wysocki, Robert K., Robert Beck, Jr., and David B. Crane. *Effective Project Management*. New York: John Wiley & Sons, Inc., 1995.

Magazine Articles

Kelly, John. "Distance Education: Closer Than You Think!" *IHRIM.link*, February/March 1999, pp. 14-22.

Journal Articles

Stambaugh, Robert H. "Cones of Silence: The HR Systems 'Body of Knowledge' and the Real HRIS Ecosystem." *IHRIM Journal*, vol. 2, no. 2, 1998, pp. 22-29.

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