

EXECUTIVE SUMMARIES

IHRIM Journal

June 2000

VISIONS OF THE FUTURE:

I HEAR FOOTSTEPS6

By Robert H. Stambaugh

This article suggests that a new trend is taking shape in the workplace, and HRIS professionals need to be aware of its approach. Major corporations are starting to provide their employees with computers and Internet connections for personal use - the beginning of a new electronic workplace contract between knowledge-intensive companies and their employees. This trend has implications for HR, since it will increase employees' exposure to state-of-the-art information sources, and employees may demand the same personalized, responsive and informative communication style exhibited on leading commercial sites. Corporate HR will need to consider how to design system interfaces and automated, interactive reports that attract attention, tell a story and encourage debate on corporate issues. The future will revolve more than ever around the process of communication. Correctly managed, this new paradigm will help deliver a new learning environment. HR needs to be alert to the possibilities.

2020: A LOOK AT HR TECHNOLOGY IN THE NEXT 20 YEARS8

By Row Henson

Row Henson reflects on the past 25 years in HR and HR systems, showing the shift in both HR as a practice and in technology as a supporting framework for HR systems. The human resources organization, and its partners in HRIS, will look very different in the future. As technology becomes an even more integral part of our work life, and even a part of our workforce, all of human resources must become - in a sense — technologists! The role of HRIS, or at least the role of intermediary between HR and IT, will disappear as HR professionals use technology as their corporate counterparts do - simply the necessary tools of the trade.

Even the name human resources may disappear, as the mix of the human and the genetically engineered workforce converge. The workforce of the future may be a mixture of humans with microchip implants and robots with DNA implants. These "Knowledge Managers" of the future will have a whole series of issues to deal with that make today's "war for talent" issues seem insignificant.

THE 5C MODEL FOR MEASURING HRM IMPACT14

By Monica Belcourt, Ph.D., CHRP

The contribution of the Human Resource Management (HRM) function to the achievement of organizational goals must be measured by similar standards as other functional departments. The advantages of this process, as well as the reasons most HR managers resist measurement, are outlined in this paper. Belcourt delineates an approach to the evaluation of the value of HRM, using both hard and soft measures that capture the complexity and diffusion of the HRM role. The "5C model" measures HRM impact in these areas: compliance, client satisfaction, cost control, culture management, and contribution.

HUMAN RESOURCES SELF-SERVICE/ PORTAL VALUE PROPOSITION — BEYOND ROI TO JOI20

By Alexia Martin

It is challenging to perform return on investment (ROI) calculations for HR self-service and portal solutions. Traditionally, the ROI from HR technologies requires headcount reduction, but in a tight labor market this is not an option. Yet, management still expects cost justification. A new approach to justifying investments in technology is required for innovations like self-service and portals. Pay attention scalability and usability of the solution, otherwise dissatisfied users will reduce return on any investment. This article describes an activity-based, traditional ROI approach and proposes an innovative justification of investment (JOI) approach. It shows how soft benefits (such as improved employee satisfaction or making HR a strategic resource) can also yield hard dollar returns. With this approach, management will see other in-

centives to invest adequately in HR self-service and portals.

HR C-COMMERCE PERSPECTIVE: MANAGING HUMAN CAPITAL ASSETS IN A COLLABORATIVE ENVIRONMENT28

By Jenni Lehman

E-business impacts nearly every industry. Major business model shifts with e-business transformation are changing the culture and traditional structures of the enterprise. But, it will be difficult to move to new organizational models without adjusting the underlying strategies for administrative functions. Just as organizations can leverage the Internet and e-business models for primary lines of business, these same changes can be applied to the business of Human Capital Management (HCM) to create new organizations for e-business. The collaborative environment is defined by supporting the information exchange, transactions and processes using network technology. The enterprise delivers value to customers and employees by enabling collaboration among partners, providers and services within a trading community. In this article, Lehman provides us some insight into how HR organizations can deploy c-commerce applications during the next five years, particularly those with an organizational need to innovate and respond to competitive practices.

MANAGING HR IN THE NEW BUSINESS ENVIRONMENT: PARADOXES, PARADOXES AND PROFIT32

By Brian Kimball

The world of business is fundamentally different from that of 15 years ago. It is characterized by new business paradigms that present organizational management with paradoxes of a decidedly unnerving character. Profitability, however measured, is only attained through unlearning former sound business practices. Only then can today's leaders provide the direction needed to ensure tomorrow's success. Central to this new business environment is information and knowledge management. This article looks at the key paradigm shifts confronting companies today. These shifts provide human

business managers with new opportunities to unleash total organizational potential to realize greater success and stakeholder profit.

ISSUES AND DIRECTIONS FOR HR IN THE NEW MILLENNIUM: IMPLICATIONS FOR HR OF THE MIGRATION FROM PRODUCTION-TO KNOWLEDGE-WORKER (PART 2) . . .37

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

As we enter the new millennium, a new wave of empowering technology and expanded markets offers unprecedented economies, transaction-cost reductions and growth possibilities. Since late 1998, Jay Stright and David Goodman have surveyed more than 300 HR executives on the issues and directions facing the HR field. The findings of phase one of their study (September 1999 IHRIM Journal) concluded that while most HR executives had a sense of the trends and issues facing the field, most were not fully prepared to embrace innovation in such areas as self-service and outsourcing. In the current article, the authors examine the data and discover that the picture is more complex than first analysis revealed. In phase two, a subset of the executives were interviewed more in-depth, using an open-ended narrative format. The data suggest that companies vary across several dimensions in how rapidly they adopt innovative HR technologies. The findings are discussed not only in terms of technological revolutions, but also in terms of organizational maturity.

RESPONDING TO WORKPLACE CHANGE: NEW ROLES FOR THE HRIS44

By Charles H. Fay

The last decade has seen significant change in work design, organizational structures and the implicit employment contract. Environmental contexts of organizations are also undergoing radical change. These present significant consequences for human resource processes and departments, although the impact on the model HRIS is less clear. While transaction processing remains critical, the variety of new work models,

employee classifications and employee expectations (and the organizational responses) requires different capabilities. Increasingly, the value-add of information systems will come from the support they lend to decisions about the acquisition and deployment of human capital throughout the organization, and the identification and analysis of management issues affecting the organizations' human capital.

ORGANIZATIONAL DESIGN AT BRITISH AIRWAYS: A CASE STUDY53

By Naomi Stanford

BA is among many airlines facing the demands of sophisticated customers and learning to work in a world of e-commerce, requiring the organization to be flexible, adaptive and capable of meeting rapidly changing circumstances. At BA (as in other comparably sized organisations) there is on-going upsizing, downsizing, outsourcing, delayering, increasing spans of control, changing from functional units of work to process units, starting up new departments, etc. Recognising the difficulties inherent in trying to manage the "constant rearrangement" and keeping the business running, British Airways uses internal human resource consultants collaborating with line staff to design and implement appropriate structures. They use the "British Airways organisation design and development methodology" known as "OD Lite." OD Lite has consistency of approach, language commonality related to change, the ability to monitor and adjust the implemented design over time and the capacity to practice the lessons learned from each design project. The article examines the opportunities in e-work consulting and HR systems in line with the "continuous organizational flux."

HR SYSTEMS: GOODBYE EDUCATION, HELLO LEARNING58

By Robert H. Stambaugh

Bob Stambaugh revisits "Internet U" and the body of reading that he first wrote about in the IHRIM Journal an Internet generation ago (and nearly three years ago according to calendar-based timekeeping standards). In this

updated article, Stambaugh has updated the original courses' book lists and other required readings with about 60 new texts and requalified another 50 classics from the initial listings. He has also added a group of articles and short discussion topics as supplementary material — all drawn from Web sources and current magazines and journals. The overall scope of the program itself has also been revised and expanded to better address several new areas that were not even part of mainstream HR/HRIS thought three years ago (Net/networking and Information Design, to identify two blossoming areas of interest). Stambaugh hopes that HR professionals will embrace the need to focus more on communicating information among the people who make up the workplace, and a little less on the nuts and bolts of information storage and delivery.

**International Perspective — North America
OLD ECONOMY TO NEW ECONOMY:
LEADING THE CHARGE OR LAGGING
BEHIND72**

By Ian Turnbull

Both Canada and the United States have been dominant players in the old economy. This column examines whether it is realistic to expect this trend to continue. One of the major reasons for North America's success has been its world leading telecommunications infrastructure - something that may have little value with the current global rush to wireless. In a world where the Internet is becoming the modus operandi, those who will be most successful will be the ones who make most effective use of the Web toolkit. ICF Consulting ranked the three largest North American cities as Alpha cities. Finally, XML has formed the basis for needing to have a common language. The economic impact has far reaching results.

**International Perspective — Europe
EUROPE AND THE "SOCIAL PARTNER-
SHIP" — CAN WE RESKILL FOR E-BUSI-
NESS?74**

By Jackie Penticost

This article examines the efforts of France and Germany, both of whom

have influential “social partners” in the shape of unions and employer associations, to introduce change in their vocational education systems to skill for e-commerce and to encourage Internet penetration into the workforce. Can Germany and France, with a strong “welfare state” mentality and facing opposition and powerful leverage from the unions, break free of traditional educational systems that have evolved from a strong manufacturing base? Can they overcome union resistance to retrain workers quickly and cost-effectively with the right skills for the services sector? As governments seek to introduce change and promote competitiveness, they are encountering opposition and resistance at many turns. In reviewing the tensions that governments must maintain between powerful interest groups, change from the top can come too slowly for such countries to ride the seismic upheaval caused by e-commerce. It seems that one must look for radical change to come from a direction other than the government: from employers associations, from new job entrants and from foreign investors.

**International Perspective — Australasia
NEW GST LEGISLATION AND LABOR
CLASSIFICATION IN AUSTRALIA77**

By John Macy

Australia is about to experience a new form of taxation known as the Goods and Services Tax (GST). Although there are many countries throughout the world who already have a similar tax, it is something new for the Australia. The scope of the tax has caused a lot of confusion, even during the last Federal election, and difficult to explain to the Australian public. Now that it is about to become law, collection and refund administrative details are causing a lot of confusion to business, bringing about many changes. This means that many of the current HR strategies need to be reviewed. This article looks at the most immediate issue, use of contract labor, since contract labor is now likely to incur a GST payable status.

**International Perspective — Asia
SINGAPORE’S MANPOWER 21:
HOW CAN EMPLOYERS CAPITALISE
ON A GOVERNMENT’S “VISION OF A
TALENT CAPITAL”?79**

By Stacy Chapman

Singapore’s government has launched a major initiative designed to stimulate both private and public sectors to create a “talent capital” in Singapore. This article looks at ways employers can leverage Manpower 21 to build their HRM practices in areas like training, development and competency management. Manpower 21 is one initiatives that Singapore is using to position the country as Asia’s Silicon Valley — government stimulation to create a talent capital. How close does Manpower 21 take Singapore to world best practice in HRM? How much work will employers have to do to put Manpower 21’s plans into place? And how much will they benefit? To really capitalise on Manpower 21, employers must focus on directing their own strategy, infrastructure, culture and programmes and use government programmes to their benefit.

**International Perspective — Africa
TECHNOLOGY - TAKING AND MAXI-
MIZING THE HR OPPORTUNITIES
BEFORE THEY’RE ALL GONE82**

By Phillip Booth

This article explores the business opportunity to consolidate HR content and services across the continent to focus global “viewers” on the possibilities Africa has to offer. Increased access to the Internet makes such a vision possible, but there are numerous obstacles to overcome, including a poor telecommunications infrastructure and national security monitoring. A current risk for Africa is that entrepreneurs wanting to start such operations often look abroad for hosting services. High charges by local service providers have played a large part in forcing African businesses, looking to capitalize on the successes of international Internet players, to turn to locate overseas. It is a slow process of in Africa — transforming employees into knowledge workers capable of using technological advances but, more importantly, identifying new opportunities for organisations to participate in global economies. Philip Booth makes the

point that, as HR professionals, our task is to take the learning from the emerging economy and turn this into real business opportunities within the African context.

**International Perspective — Latin America
NEW TECHNOLOGIES AND CENTRAL-
IZED SERVICES FOR INFORMATION
AND LIQUIDATION OF SALARIES
AND SOCIAL CHARGES84**

By Julián Arturo de Diego

A process to improve registration and control systems has started to take place in Latin America to eliminate the clandestine labor economy. As such, new mechanisms centralize and unify company and employee registration information. This single registry comprises all data and disseminates it among control agencies, social security entities and the fiscal bodies. Authorities can access it with a judicial order or express legal authorization. This updated registration process poses other advantages: significant administrative improvement and the reduction of unnecessary processes and documentation. This process implements a banking system to pay salaries. The company estimates compensations, benefits and taxes and sends the magnetic tape to the bank. The bank then credits payments to authorized accounts or pays by check, and enters contributions and taxes. The authority of application controls liquidations and payments through bank registers. Finally, employees receive their salary by check or by credit in a bank account, comparing the details of their income against the account statement to verify accuracy. It is only a matter of time until the entire labor system shall adopt these processes.

**ON THE KNOWLEDGE FRONTIER:
KNOWLEDGE MANAGEMENT FOR HR:
HEY, WHAT ABOUT US?86**

By Scott I. Tannenbaum and George M. Alliger

We encourage HR professionals to launch a knowledge management (KM) effort for their own community of practice. HR jobs can be prime candidates for a KM initiative because they are usually knowledge- and information-intensive. Moreover, field-based HR professionals can often benefit from access to tools, resources, information and expertise that exists elsewhere in the organization. To foster effective knowledge manage-

ment HR can apply some of the same steps and practices if conducting a KM initiative for another group. A case study illustrates how HR can apply KM to enhance the effectiveness of HR generalists. Even if HR has not been involved in prior KM efforts, then an opportunity to build its own KM process may be the lever that HR needs to participate in KM initiatives in other domains.

**Working in the Connected World:
SOCIAL CAPITAL — THE KILLERAPP
FOR HR IN THE 21ST CENTURY . . .89**

By *Valdis Krebs*

In the 20th century, the human resources function evolved and became quite adept at managing human capital defined as the skills, knowledge and experience of individual employees within the firm. Just as HR was gaining competencies in this arena, the new economy came along and moved the goal posts. It is no longer sufficient to manage individual assets. The HR professional of the 21st century must manage connected assets — human capital plus social capital. HR once focussed only on within-employee factors. In the new competitive landscape they must also consider between-employee factors, connections that combine to create new processes, products and services. Social capital encompasses communities of practice, knowledge exchanges, information flows, interest groups, social networks and other emergent connections between employees, suppliers, regulators, partners and customers. Social capital is what connects various forms of human capital. In the networked economy, the organization with the best connections wins!

**Executive Views on HR Technology :
INTERVIEW WITH SUSAN J.**

BYINGTON92

By *Jay F. Stright*

The healthcare industry is changing more rapidly than at any other time in its history. Management layers are being taken out, new technologies are evolving almost every day, and mergers and joint operating agreements are becoming accepted as a normal course of business. Cost pressures resulting from these changes increase the need to generate high value from all funding allocated to support the HR function.

This scenario is discussed with Susan J. Byington, system vice president of human resources for Providence Health System, an organization with more than 34,000 employees in locations from Alaska to Southern California. Providence is currently in the planning stage for a phased deployment of an integrated human resources management system (HRMS) approach. What issues are being considered? This interview in our HR Technology series covers topics ranging from organizational development, management culture and training to the changing needs of knowledge-workers in a highly knowledge-intensive industry.

**Legal Update — United States :
WHEN EMPLOYEES COMPETE —
DUTY OF LOYALTY IN THE
WORKPLACE95**

By *Edward Lee Isler, Esq.*

The relationship between employers and employees in the United States has changed over the past 30 years. While a sense of loyalty still permeates many workplaces, employees now rarely hesitate to leave employment if a better opportunity presents itself. The law has always sought to protect employers from employees' harmful activities by requiring that employees observe a duty of loyalty toward their employer. Recently, courts have looked anew at the balance between an employee's right to work for, or set up, a competing enterprise, with an employer's right to expect employee loyalty. This article outlines duties imposed on employees as they serve their employers and examines issues associated with a breach of these duties. Often such duties are spelled out contractually in some form of restrictive covenant. This discussion focuses on claims that may arise in the absence of, or in addition to, such a covenant.

**Legal Update — Europe:
BEST VALUE IN THE UK97**

By *Phil Jones*

In April 2000, the business goal of "best value" acquired legal force within the United Kingdom (UK), marking a key stage in a drive by the UK government to modernise local government and improve public services. The UK Local Government Act 1999 imposes on what are

termed "best value authorities," a duty of continuous improvement in the way their functions are exercised. These authorities are not private or commercial enterprises, but manifestations of national government in its various local guises. The authorities concerned are required to secure continuous improvement in the economy, efficiency and effectiveness of the way in which they discharge their various duties. One consequence of this development may be that public sector managers give greater consideration to outsourcing IT functions. This article discusses related issues and considers whether the application service provider (ASP) model may be one beneficiary of this new legislation.

**HRIS Case Study:
PICKING UP THE PACE99**

by *David A. Link*

This case study (the fourth in a series) focuses on the activities of the HRIS Strategic Planning Committee. Strategic objectives have been agreed upon and the Committee is establishing a framework for aligning priorities with these objectives. Using dialogue within this representative team, the study traces participants' views as they discuss how to proceed. The committee is focused on developing actions based on objectives agreed with the EVP of HR and the executive committee of the firm. Recent activity has focused on providing better recruitment and retention processes. The team has discovered opportunities to dovetail with the Corporate Portal initiative. Better understanding of the linkage between the HRIS and Corporate Portal has revealed good synergy, but has also uncovered gaps that need to be filled quickly. To accommodate high priority applications in the midst of other pressing activities, the team is considering moving some processes to an application service provider (ASP) model.

BOOK REVIEWS102

By *Lisa Marie Plantamura, Ph.D.*

The three books reviewed in this column focus on career development in the themes of networking, searching for — and changing — jobs. Dig Your Well Before You're Thirsty by Harvey Mackay offers practical advice on improving your career by building and maintaining a

personal network throughout life. In *Quit Your Job Often and Get Big Raises*, Gordon Miller presents his model and a justification for frequent job changes to increase salary exponentially. While his assessment of the current business climate is fairly accurate and some of his advice is quite pragmatic, Miller does not delve deeply enough into each topic to provide real value. In contrast, Richard Nelson Bolles' *Job Hunting on the Internet* is full of realistic information and guidance to hundreds of web sites with career and position information: this little reference book is a real treasure for job seekers.

IHRIM JOURNAL STAFF

EDITOR-IN-CHIEF

KAREN V. BEAMAN is Vice President of International Operations for AG Consulting, an IT and management consulting firm for human resources and finance. She has 20 years of experience with information systems and human resource management specifically in the development, implementation, integration, and management of enterprise-wide HR software. Beaman has been responsible for all aspects of AG's business, including strategic planning, international business development, sales and marketing, product and services development, client delivery and customer satisfaction, consultant administration, recruiting, hiring, training, and staffing. She has degrees from Old Dominion and Georgetown Universities and has completed all coursework and examinations for the Ph.D. in Sociolinguistics and Historical and Computational Linguistics. She is an internationally recognized speaker and has published works in the fields of both Linguistics and HRIS. She is currently the Editor-in-Chief of the *IHRIM Journal*, past-Chair of the *IHRIM.link* Magazine Editorial Committee, and a member of the IHRIM Board of Directors. She can be reached at kbeaman@agconsult.com.

DEPARTMENT EDITOR

PHIL JONES is an HR Systems Manager with British Airways in London. With 25

years experience in the airline industry, he has specialised in the business application of computer systems. During this time, he has held training seminars in Europe, the USA, India, and the Far East, and has spoken on HRIS topics at several international conferences. In recent years, he has helped design and implement a corporate HRIS for British Airways, and provided world-wide consultancy support on a range of associated issues. He is a member of British Mensa, and holds degrees from three British universities — a bachelors degree in Physics, and masters degrees in Operational Research and in European Employment and Management Law. He is co-author of a university-level text book on legal aspects of employment policy within the European Union. He can be reached at philip.g.jones@british-airways.com

INTERNATIONAL EDITOR

BRIAN KIMBALL is a Senior Consultant for HRchitect, Inc., a premier Human Resources Information Technology consulting firm specializing in the application of emerging technologies to the HR function. Kimball has over 14 years direct experience in the human resources technology field, including nine years direct involvement in the development, sales and implementation of integrated human resources and payroll management system solutions. He has been an active member of IHRIM since its inception and frequently speaks at conferences including IHRIM, HRPAO and CPA on the implications of technology as it pertains to HRIM. He has published several articles on HRMS-related issues in a variety of industry publications including the *IHRIM Journal*. Kimball has eight years editorial experience including past editor of the *CHRSP Resource* and his current roles as Editorial Co-chair for the *IHRIM.link* and International Editor of the *IHRIM Journal*. He can be reached at bkimball@HRchitect.com.

INDUSTRY ARTICLES EDITOR

DR. LISA MARIE PLANTAMURA is Associate Director of Novartis Pharmaceuticals Corporation, East Hanover, New Jersey, and has over 20 years experience in the design, development, implementation, and management of HR information sys-

tems. Previously she was the Manager of HR Systems for General Public Utilities Corporation and a Systems Manager for Merrill Lynch & Company. A founding member of the Human Resources Information Management Society (HRIMS), Plantamura served two terms as its President, and is currently a Director. She served as both Editorial and Professional Development Director of the International Association for Human Resource Information Management (IHRIM) and was a recipient of their Summit Award in 1995. Plantamura is an instructor for IHRIM courses and an adjunct college instructor in both systems analysis and HRIS. She is a frequent workshop presenter and has published several articles on topics relating to HR information systems. She holds an MBA in Personnel Administration and a Ph.D. in Adult Education. She can be reached at lisa.plantamura@pharma.novartis.com.

EDITORIAL ADVISORY BOARD

MONICA BELCOURT, B.A., M.A., M.Ed., Ph.D., and CHRP, is an Associate Professor of Human Resources Management at York University. Her research is grounded in the experience she gained as Director of Personnel for CP Rail, Director of Employee Development, National Film Board, and as a functional HR specialist for other organizations. Belcourt was the founding Director of the Human Resources Research Institute, which has become part of The Canadian Alliance for HRM Research, based at York University. Belcourt is Series Editor for the ITP Nelson Canada Series in HRM, which includes eight texts to date: *Performance Management through Training and Development*; *Occupational Health and Safety*; *Human Resource Management Systems*; *Recruitment and Selection in Canada*; *Compensation in Canada: Strategy, Practice, and Issues*; *Strategic HR Planning*; *Research, Measurement and Evaluation of Human Resources*, and *The Canadian Labour Market*. She has published over 80 articles, and is lead author of three best selling HRM books in Canada. She can be reached at monicab@yorku.ca.

GARY L. DURBIN was formerly chairman, founder and chief technology officer of Seeker Software, which has now been acquired by Concur Technologies. He is a noted HR industry visionary with significant experience in pioneering Web and security technologies. Durbin is a respected HR executive with a successful track record of building innovative software. He started Tesseract Corporation and built it into a US\$30 million human resources application software company widely known for technically advanced, quality products. After the sale of Tesseract to Ceridian Corporation, Durbin led several projects that developed parallel and distributed processing applications. Durbin also founded Cybernetic Development, Inc., a company that designed successful commercial software products, later acquired by Boole and Babbage. He can be reached at hacker@dnai.com.

DR. CHARLES H. FAY is the Director, Graduate Program in Human Resource Management and Associate Professor of Industrial Relations and Human Resources in the School of Management and Labor Relations at Rutgers University. Fay received his MBA from Columbia University and his Ph.D. in Business Administration from the University of Washington. Currently, he is engaged in several research projects including work redesign and its impact on compensation practice, costing of human resource management functions, determinants of wage differentials in the new economy, international wage structure comparison and the impact of work redesign on HR practices. He has co-authored and/or edited more than 100 articles in professional journals, periodicals, books, and research papers. During his career, Fay has been a member of eight professional associations on served on the editorial board of nine business and management journals. He also given his time to public service organizations including U.S. Federal Salary Council (Presidential appointment), New Jersey Department of Personnel: Commissioner's Executive Task Force on the Senior Executive Service and Title Consolidation. He is a frequent speaker at meetings and conferences of such organizations as the American Compensation Association, Academy of Management, International Federation for Information

Processing and the Society for Industrial and Organizational Psychology. He can be reached at cfay@rci.rutgers.edu.

ROW HENSON is Vice President of HRMS Product Strategy at PeopleSoft where she is responsible for the HRMS product line. Her prior experience includes over 15 years in the computer software industry with Dun & Bradstreet Software and Cullinet (now part of Computer Associates) where she was primarily focused on sales, support, and development of human resource systems. Henson was voted one of the "Top 10 Women in Technology" by Computer Currents. She has been a frequent speaker at HR industry association meetings, including IHRIM, AMR International, IQPC, SHRM, APA, IIR, ASPM, and HRMS Expo. Additionally, she has been published in numerous personnel and software periodicals such as *Personnel Journal*, *Software Magazine*, *HR Executive*, and *Benefits & Compensation Solutions*. Prior to working in the HR software world, Henson was a Director of Personnel for seven years with a non-profit health agency. She has a bachelor's degree in Business Administration, with an emphasis in Management and Insurance from the University of Georgia. She can be reached at row_henson@peoplesoft.com.

DR. CARL C. HOFFMANN is a partner with PricewaterhouseCoopers. Prior to this, he was President and CEO of Hoffman Research Associates, a research and consulting firm he founded in 1978. With more than 20 years of experience in the fields of systems development, statistical analysis, and business process redesign, he is recognized as an expert in the area of human resource information systems. Hoffmann provides consultation services for corporate executives, HR planners and HR information managers on a wide range of workforce planning issues, including job analysis, employee selection and development, competency and performance management, and compensation. He specializes in the design, development, and strategic use of knowledge-based reporting systems tailored to individual organizational requirements and environments. Hoffmann received his master's and doctorate degrees in Sociology from the University of North Carolina at Chapel Hill. Hoffmann

also has extensive experience in providing litigation support services related to employment practices, labor arbitration, and corporate ethics. He can be reached at carl.hoffmann@us.pwcglobal.com.

DR. MICHAEL J. KAVANAGH is a Professor of Management and Psychology at the University of Albany where he serves as Director of the Ph.D. program in Organizational Studies and developed the M.B.A. specialization in HRIS. Kavanaugh received his Ph.D. in Industrial Psychology from Iowa State University and is a licensed psychologist. He is a Fellow of the American Psychological Society and the Society for Industrial and Organizational Psychology. He is a past editor of *Group & Organizational Management*, and he has published over 175 papers and articles in the fields of management and industrial psychology. His major fields of teaching and research are HRM and HRIS, performance appraisal, training, occupational classification systems, implementation of new technology and international HR management. He can be reached at BigMickAlbany@postoffice.worldnet.att.net.

JENNI LEHMAN is a research director and an industry analyst with Gartner Group, Inc. a leading organization for IT research and advisory services, in the area of Administrative Applications Strategies. Her research focuses on human resources business practice, human resources management systems and advanced technologies for the HR market. She can be reached at jenni.lehman@gartner.com.

DR. NANCY PAULE MELONE, an academic for 15 years, recently abandoned her tenured faculty position to write and consult "in the real world." Her clients include for-profit corporations recruiting high-tech job seekers and the academic institutions and programs producing them. Previously, she served as an Associate Professor at the University of Oregon's Lundquist College of Business where she taught courses in information technology, including MIS, HRIM and project management. Melone was on the Information Systems faculty at Carnegie Mellon University's Graduate School of Industrial Administration, where she helped craft an interdisciplinary M.S. in

Software Engineering. She has held professional positions in the computer and financial industries in strategic planning, planning and research, and human-computer interaction. Melone earned her MBA and Ph.D. in Information Systems from the University of Minnesota's Carlson School of Management where she held an IBM Fellowship and was affiliated with the Center for Research in Human Learning. She received an MLS and MAIR from the University of Iowa, where she held a fellowship in the Center for Labor and Management. She can be reached at nmelone@nauticom.net.

VINNIE MIRCHANDANI is President of IQ4hire, a digital marketplace for consulting projects around e-commerce, customer relationship management, ERP and other IT markets. He is well known as an IT industry thought leader and has an impressive rolodex of contacts in the technology and financial marketplaces. Prior to this entrepreneurial effort, Mirchandani was a Vice President at GartnerGroup, analyzing applications software vendors, and systems integrators. Prior to joining GartnerGroup, he had a 13-year, multi-national consulting career with Price Waterhouse. Mirchandani has written and presented extensively on trends in the IT market. He wrote many influential research reports for GartnerGroup and has been published in *CFO Magazine*, *ExecutiveEdge*, *Information Week*, and *IHRIM Journal*, among others. In addition, he has been quoted in over 15 leading business and technology publications including *BusinessWeek*, *CIO*, *Computerworld*, *Integration-Management* and the *New York Times* among others. He is a regular speaker at the annual Forbes CFO conference. In addition he is a featured speaker at a number of GartnerGroup and other industry events. Mirchandani holds an MBA from Texas Christian University and a CPA certificate from Texas. He can be reached at vinniem@iq4hire.com.

DR. MARGI OLSON is General Manager, knowledge-based systems for Lend Lease Corporation. In this role, she is responsible for defining the company's global knowledge strategy framework. In addition, she works with the business unit CIOs to initiate, implement and

share knowledge management initiatives. Prior to joining Lend Lease, Olson spent nine years in management consulting, specializing in business process re-engineering and knowledge management. Most recently, she had global responsibility for defining and bringing to market knowledge management solutions for Lotus Development Corporation. Olson migrated to Australia in 1990 from the U.S. Prior to that, she was a professor at the NYU where she taught MBA students and did research on information technology and organizational change. Olson has a Ph.D. in Business, specializing in Information Systems, from the University of Minnesota. She can be reached at Margi_Olson@lendlease.com.au.

JIM SPOOR is the Founder and President of SPECTRUM Human Resource Systems Corporation, a Denver, Colorado-based provider of software for use in human resource management, benefits administration, and training and development. Prior to forming SPECTRUM in 1984, Spoor's previous responsibilities included a 25-year career in both HR and line management with various Fortune 500 corporations. His experience also includes over 15 years of executive-level responsibility for global HR operations. Spoor has earned a reputation as an innovator who focuses primarily on addressing strategic organizational business issues. He has a B.S. in Industrial Psychology from the University of Illinois. Spoor has authored a number of articles, been a contributing author to several professional handbooks and textbooks, and has been a regular speaker and panelist on such topics as HR and HR systems, entrepreneurship, and emerging trends in technology. He can be reached at jspoor@spectrumhr.com.

ROBERT H. STAMBAUGH is President of Kapa'a Associates, a Hawaii-based consulting firm which specializes in using information technology to improve organizational effectiveness. He has over 25 years of HR and IT experience. Before founding Kapa'a Associates in 1993, he was associated with The Hunter Group, VRC Consulting Group, Atari and Intel Corporation. Stambaugh was a co-founder of HRSP, IHRIM's predecessor

organization and is IHRIM's immediate past-President. He is the author of more than 35 HRIS articles and is a frequent speaker about the discipline's current and future challenges and direction. He can be reached at stambaugh-kapaa@worldnet.att.net.

JAY F. STRIGHT is the Executive Director of Management Consulting for AG Consulting, a wholly-owned subsidiary of ADP, Inc., where he is responsible for assisting human resources and finance executives to take advantage of opportunities rising from the implementation of new application software to employ business process automation to increase the alignment of organizational structures and processes to enterprise business objectives. Stright has over 30 years of experience in management, integration, and human resources. Prior to joining AG, he worked for Chevron where he integrated HR processes, technology, and structures to increase leverage with Chevron's core business. Stright is a recognized expert in strategic human organization issues, the use of technology in HR, the application of benchmarking to HR processes, and balancing the cost and value of HR products and services to the business objectives of the enterprise. He is an executive guest lecturer and adjunct instructor at several colleges and universities and a provider of professional seminars. He has been a national officer and board member of HRSP (now IHRIM), was a founding board member of the Human Resources Technology Forum. He can be reached at JStright@agconsult.com.

DR. JOHN SULLIVAN is head of the Human Management Program in the College of Business at San Francisco State University. He is a well-known international speaker, author and advisor to Fortune 500 and Silicon Valley firms. He specializes in making HR "THE" competitive advantage. He is also head of the HR Strategic Forecasting Project, whose goal is to forecast and anticipate HR issues and opportunities. He can be reached at JohnS@sfsu.edu

DR. SCOTT I. TANNENBAUM is President of the Group for Organizational Effectiveness, Inc. (gOE). Throughout his career he

has consulted to numerous organizations, supporting their efforts to lead people, facilitate change, and manage knowledge. A few of the clients he has supported include: Johnson & Johnson, Whirlpool, Tiffany & Co., GE Capital, American Express, PSEG, the U.S. Navy and Air Force. Tannenbaum publishes and presents extensively on HR, IT, OD, and knowledge management topics. He has reviewed for over 15 professional journals and co-authored one of the first university related texts on HRIS. His research on HR-related topics has won awards from the National Academy of Management and the American Society for Training and Development. He has a Ph.D. in Industrial/Organizational Psychology from Old Dominion University and maintains a part-time faculty position in the School of Business at the State University of New York at Albany. He can be reached at Scott.Tannenbaum@groupOE.com.

JUAN VILA is the Vice Chairman of the Board for Meta4, a company he co-founded in Madrid in 1991 that currently has offices in Atlanta, Paris, Munich, Barcelona, Mexico, Buenos Aires and Santiago. Apart from developing and implementing their own software products, Meta4 is the HR solution partner for Baan. Vila has 18 years of HR experience and has worked as a training manager for CASA (a partner of Airbus), an internal consultant for Digital Equipment Corporation, and as an HR Director for Andersen Consulting. He has been published in *Computerworld*, *PC Week*, and *Expansión*. Vila has a bachelor's degree in Psychology and a certificate in Industrial Psychology from the University of Madrid. He can be reached at juanv@meta4.es.

ALFRED J. WALKER is a Senior Fellow in the Parsippany, New Jersey office of Towers Perrin. He is the global thought leader and leading technologist of the firm's HR Transformation and Technology practice which specializes in the application of computer-based technology to HR and management functions. Some of his clients include Aetna, Citibank, IBM, Lucent Technologies, Motorola, Raytheon and Sears Roebuck. Before joining Towers Perrin in 1984, Walker directed the HR systems operations at

AT&T for 17 years. He is a well-known author and lecturer, a founder and board member of IHRIM and the Human Resources Planning Society, and is an adjunct university professor. Walker's textbook, *HRIS Development*, is considered the seminal text in the HR systems field. His second book, *Handbook of HRIS: Reshaping The HR Function With Technology*, has been widely acknowledged for setting the vision for technology-based HR functions. He has a B.S. from Fordham University, an M.B.A. in Economics from Seton Hall. In 1994, he was given a Summit Award by IHRIM for lifetime achievement to the HR systems field. He can be reached at walkeaj@towers.com.

HONORARY EDITORIAL ADVISORY BOARD

THOMAS H. DAVENPORT is a Professor in the Management Information Systems Department at the Boston University Graduate School of Management and is Director of the Andersen Consulting Institute for Strategic Change. He is a widely published author and acclaimed speaker on the topics of information and knowledge management, reengineering, enterprise systems, and the use of information technology in business. He has a Ph.D. from Harvard University in organizational behavior and has taught at the Harvard Business School, the University of Chicago, and the University of Texas at Austin Graduate School of Business. He has also directed research at Ernst & Young, McKinsey & Company, and CSC Index.

Dr. Davenport wrote the first article on reengineering and the first book — *Process Innovation: Reengineering Work through Information Technology* (Harvard Business School Press, 1993). His most recent work focuses on new approaches to information and knowledge management. He has recently published two well-received books on this topic, *Information Ecology: Mastering the Information and Knowledge Environment* (Oxford University Press, May 1997) and *Working Knowledge: Managing What Your Organization Knows*

(November, 1997). His next book on enterprise systems, *Connecting the Corporation*, is scheduled for publication by Harvard Business School Press in 1999. His articles have appeared in *Harvard Business Review*, *Sloan Management Review*, *California Management Review* and many other publications. Tom also writes a monthly column created expressly for him by *CIO Magazine* called "Think Tank," is one of the founding editors of *Knowledge, Inc.*, and is a board member for a variety of organizations. He can be reached at thomas.h.davenport@ac.com.

KLAUS TSCHIRA is a Supervisory Board Member of SAP AG in Walldorf, Germany, a company he co-founded in 1972. Prior to SAP, he was a systems engineer at IBM in Mannheim, Germany. With over 30 years of IT experience, including 15 years of human resource system development, consulting, marketing and international sales, Tschira is the member of the board responsible for human resource product development. Tschira studied physics in Karlsruhe, Germany and received an honorary Ph.D. from the University of Klagenfurt, Austria. He has been a member of HRSP since 1991 and has spoken at numerous conferences and events. He can be reached at Klaus.Tschira@kts.villa-bosch.de.

DR. DAVID ULRICH is a Professor of Business Administration at the University of Michigan where he is the Co-Director of the university's Advanced Human Resource Executive Program. He has generated an award-winning national database on organizations which assesses how strategies match HR practices for improved financial performance and HR competencies. He has published over 80 articles and book chapters and is the author of *Human Resource Champions: The Next Agenda for Adding Value and Delivery Results*. He is the editor of *Human Resource Management*, serves on the editorial board of five other journals, and writes a monthly column for *Human Resource Executive*. He is a Fellow in the National Academy of Human Resources, is a co-founder of the Michigan Human Resource Partnership which was listed by *Business Week* as one of the world's "Top 10 Educations" in management. Ulrich received the Pericles Pro Meritus Award for outstanding

contributions to the HR field and has consulted and done research with over half of the Fortune 200. He can be reached at dou@umich.edu.

INTERNATIONAL CORRESPONDENTS

AFRICAN CORRESPONDENT

PHILLIP BOOTH has worked on a number of HR and payroll packages within Southern Africa, ranging from mainframe systems to client/server-based applications. He comes from a functional HR background within The Anglo American Corporation, one of Southern Africa's largest corporations, where he moved into the HR systems arena in 1993. He was appointed to SAP Southern Africa in 1994 as a consultant, specialising in the implementation of personnel development and planning functionality and the integrated SAP R/3 HRIS. He was appointed Product Manager for Human Resources for SAP Southern Africa in 1996 and has responsibility for all sub-Saharan operations. In this capacity, he addresses audiences on a variety of HR related topics, from the changing role of HR in people management to systems support for strategic people management throughout Africa. He is a member of the Institute of People Management and holds a variety of qualifications in the HR field. He can be reached at phillip.booth@sap-ag.de.

AUSTRALASIA CORRESPONDENT

JOHN MACY is the Principal HR Consultant and Managing Director of Competitive Edge Technology, an Australian-based consulting business specialising in HRIS. He has over 30 years of experience in HR as both a practitioner and HRIS professional, most of which has been spent with Qantas Airways where he managed the implementation of a worldwide HR system. Macy writes a regular column on current HRIS issues for the Australian Human Resource Institute's HR *Monthly* magazine and has had numerous articles published in Australia and the U.S. He is a member of the IHRIM *link* Editorial Committee and IHRIM's Global SIG. He is also the

Chairperson of an Australian standards committee tasked with developing an information exchange standard for personal and organizational data. Macy has spoken at many conferences in Asia, Australia, New Zealand and the U.S. on HRIS technology subjects. He can be reached at CET7@Compuserve.com.

LATIN AMERICA CORRESPONDENT

JULIÁN ARTURO DE DIEGO is an attorney graduate of the Universidad Católica Argentina in 1975. At present he is the owner and chief executive officer of a law firm which is a leader in corporate labor consulting in Argentina and Mercosur. He is a full Professor of Labor Law and Social Security at the Universidad Católica Argentina, and in the Human Resources Masters Program at the Universidad del Salvador and the Universidad Austral in Buenos Aires, Argentina. He also acts as a consultant to international labor organizations, such as the ILO, the United Nations and the World Bank and has given numerous lectures and seminars at foreign universities. He has published more than 600 articles in specialized magazines and newspapers as well as several books, including the *Manual de Derecho del Trabajo y Seguridad Social*, an essential book for students in undergraduate and graduate courses, and for HR managers and directors. He has acted as counsel regarding legislation and has participated in numerous legislative and research commissions to promote reforms for labor modernization in Latin America. He can be reached at dediegoj@datamarkets.com.ar.

NORTH AMERICAN CORRESPONDENT

IAN TURNBULL is a Knowledge Manager for HR.com, a knowledge hub for human resource management. Turnbull has consulted throughout North America on the selection, implementation and strategic and operational integration of human resources information management systems within organizations. He has held senior HR positions in healthcare, engineering, consulting and education, and has consulted in manufacturing, mining, forestry, hospitality and government. He is a founding director and current chief financial officer for IHRIM and a director of the Canadian Council of Human Re-

source Association (CCHRA). Turnbull has co-authored two books on HRMS, has taught HRMS at the Centre for Industrial Relations at the University of Toronto and is a frequent speaker at human resources, payroll and general management conferences worldwide. He can be reached at iturnbull@hr.com.

WESTERN EUROPE CORRESPONDENT

JACKIE PENTICOST has spent more than 20 years involved with all aspects of HRMS — as an end user HR professional, as a consultant and most recently as Product Architect for Oracle HRMS Applications. She is responsible for the functional direction of Oracle's Human Resources applications, including the legislative extensions for many countries. She can be reached at jpenticost@uk.oracle.com.

CONTRIBUTING COLUMNISTS

DR. GEORGE M. ALLIGER is Director of Solutions for the Group for Organizational Effectiveness, Inc. (gOE). He has taught, researched, published, and consulted extensively in such areas as work analysis, computerized testing and support systems, and training evaluation. His clients have included IBM, American Express, Progressive Insurance, The Computer Society of the IEEE, and the U.S. Air Force. Dr. Alliger received his Ph.D. in Industrial/Organizational Psychology from the University of Akron. Most recently, he and gOE have focused on several innovative projects, including a performance support system to assist HR professionals serve as better internal consultants. He can be reached at George.Alliger@groupOE.com.

EDWARD LEE ISLER is a Partner with the law firm of Ray & Isler, P.C. in Vienna, Virginia, a firm dedicated exclusively to the representation of management in all aspects of labor, employment, and employee benefits law. He graduated in 1983 from the University of Virginia with a BA in Government and Economics. In 1987, he graduated from the College of William & Mary, Marshall-Wythe School of Law,

where he served as a member of the Board of Editors of the William and Mary Law Review and was inducted into the Order of the Coif. Prior to beginning private practice, Mr. Isler served as judicial clerk to the Honorable James C. Turk, Chief Judge for the United States District Court, Western District of Virginia. Previously, he spent seven years practicing labor, employment, and employee benefits law in Washington, D.C. with a national firm and two years with a regional firm. Isler is a member of the Virginia and the District of Columbia Bars. He can be reached at eisler@erols.com.

VALDIS KREBS is an organizational consultant and the author of Inflow™, a software-based social systems analysis methodology that maps and measures knowledge exchange, information flow, informal networks, communities of practice and emergent groups within and between organizations. Krebs is a collaborative researcher with Ernst & Young's Center for Business Innovation and has degrees in Mathematics, Computer Science and Human Resources. He can be reached at valdis@orgnet.com.

JOEL LAPOINTE's career spans corporate, consulting and software vendor perspectives, product design and development, systems implementation and strategic business transformation. Educated as an industrial engineer, Lapointe has been an ardent advocate of technology's impact on the workplace for over three decades. His early work was on the design team that created the first packaged applications for human resource functions and he pioneered the creation of enterprise self-service (ESS) concepts and technology. In his current role, Lapointe directs the management consulting resources for Renaissance Worldwide, with a particular focus on assisting organizations in managing and improving enterprise performance. A frequent writer and industry spokesman, Lapointe is also a long-time member of International Association for Human Resource Information Management (IHRIM). He is a past president of the New York Chapter, and a former member of the New England Chapter Board of Directors. He can be reached at joel_lapointe@hunter-group.com.

DAVID A. LINK is a recognized leader in transforming the HR function via self-service, call center, workflow automation and enterprise information portal solutions. With over 15 years of business, technology and strategy consulting experience, he has worked to pioneer new methods for HR service delivery. Mr. Link is an industry thought leader and is credited with many early innovations in kiosk, voice response and Internet based HR solutions that dramatically improve the way HR interacts with its customers and serves the organization. Currently, he serves as Vice President of the eWorkplace™ practice at The Hunter Group, focused on helping organizations derive maximum benefit from enterprise systems across HR, Finance and Supply Chain. Mr. Link is a frequent speaker and author on technology issues affecting the HR function. He is an active member, past board member and 1999 member of the year with the Mid-Atlantic IHRIM chapter and a frequent contributor to IHRIM.*link*. He can be reached at david_link@hunter-group.com.

AUTHORS' GUIDELINES

MISSION

The mission of the IHRIM Journal is to build a recognized body of knowledge targeted to current and emerging thought leaders and senior management and dedicated to increasing individual and organizational effectiveness in the workplace through visionary and evolving uses of technology.

READERSHIP

The IHRIM Journal content is specifically written for executive management and senior-level human resource and information technology leadership (e.g., CEOs, CIOs, VPs, and Directors), university professors and students, and other current or emerging thought leaders and visionaries.

CONTENT OBJECTIVES

The goals of the IHRIM Journal are to be:

- ◆ a visionary and scholarly publication, fostering innovative and strategic

thinking in the field of human resource information systems;

- ◆ a forum for high-level (i.e., executive-level) discussion and debate of current and controversial issues;
- ◆ a global publication with a focus on multinational and regional differences around the world; and,
- ◆ a vehicle to attract authors and readers in related fields, outside human resources and information systems.

CONTENT REVIEW

Articles are reviewed anonymously by the IHRIM Journal's Editorial Advisory Board or by other professionals with content expertise in the article topic. All submissions should be firmly based on experience or research and must be relevant to global issues. Articles should be interesting and accessible to senior-level management, illustrated with graphics and tables, limiting the use of mathematical symbols and esoteric terminology. Articles are reviewed for publication based on:

- ◆ originality and innovation,
- ◆ broad strategic focus,
- ◆ depth of research and thoroughness in addressing the subject matter.
- ◆ quality, accuracy, clarity of writing, and
- ◆ applicability for an international, senior-level management readership.

Articles are accepted with the understanding that their content is the author's original work, not slanderous or plagiarized, not previously published (in electronic or print format), and not being presented for distribution elsewhere.

SUBMISSION OF ARTICLES

All articles should be submitted to the IHRIM Journal Articles Editor as follows (e-mail is preferred):

Lisa Marie Plantamura
P. O. Box 484
Mt. Tabor, NJ 07878
USA
Phone: 973-781-3317
Fax: 973-781-6361
E-mail: lisa.plantamura@pharma.novartis.com

MANUSCRIPT PRESENTATION

Although there is no minimum or maximum word count length, a com-

prehensive treatment of the topic is required and a word count of 3,000-5,000 is preferred. Copy must be double-spaced, single space after periods, and paragraphs should not be indented. Type size for submissions should be 12 point and margins should be one inch around the page. Articles may be submitted on disk or via e-mail in no lower version than Word 6.0. Hard copy must also be sent with each electronic submission. Where necessary, articles will be edited to conform to the *Journal* style and to English best practice.

EXECUTIVE SUMMARY

The authors must include an executive summary (of approximately 150 words) with each article.

BIOGRAPHY

Each author is required to submit a biography of approximately 150 words. The biography should include the author's name, title, current company or organization, academic or professional affiliations, e-mail address, relevant experience in the HRIM field, educational background, and any relevant credentials. The author should also include a complete mailing address and telephone numbers for further correspondence.

CITATIONS

Full information on all sources cited in the article must be shown as footnotes or bibliographic references. Recommendations for further reading on the topic are encouraged. Footnotes must be numbered within the body of the article and listed in order at the end of the article, according to the following format:

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.

BIBLIOGRAPHY

Books

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.

LANGUAGE

All articles are published in English, either American or British English, depending on the author's submission. Articles may be submitted in other languages, as long as an English translation accompanies the submission. Such articles will be published in both the submitted language and in its English translation.

CHARTS, FIGURES AND TABLES

All graphics (charts, figures, tables and graphs, etc.) should be professionally prepared and submitted in a form suitable for reproduction. Each should be captioned as figures or tables and be numbered sequentially in the text. They may be incorporated in the text itself or presented separately. Please indicate the file format. Camera-ready art is also accepted and preferred. A printed copy of all charts, figures, tables, and graphs must accompany any electronic (e-mail or diskette) submission to ensure that the proper layout is not lost in the transmission. Upon request, *IHRIM Journal* can provide support for creating final artwork for graphics, tables, charts, and figures.

COPYRIGHT

By submitting an article to be published in the *IHRIM Journal*, all authors agree to a "Transfer of Copyright". This transfer agreement enables IHRIM, Inc. to protect the copyrighted material for the authors, but does not relinquish the author's proprietary rights. The copyright transfer covers the exclusive rights to reproduce and distribute the article, including reprints, photographic reproductions, or any other reproductions of similar nature and translations, and includes the rights to adapt the article for use in conjunction with computer systems and programs and online media. Authors are responsible for obtaining from the copyright holder permission to reproduce information or figures for which copyright exists.

ARTICLE REPRINTS

Black and white reproductions of articles are available by contacting Tom Faulkner, Rector-Duncan & Associates, Inc., 314 Highland Mall Blvd., Suite 510, Austin, TX 78752 USA, 1.512.454.5262, fax 1.512.451.9556, ihrim_journal@rector-duncan.com

Prices are in U.S. funds, payable in U.S. funds:

US\$10.00 (minimum order) for 1-2 copies

US\$ 4.50 each for 3-49 copies

US\$ 4.00 each for 50-99 copies

US\$ 3.75 each for 100-499 copies

US\$ 3.50 each for 500-999 copies

US\$ 3.25 each for 1,000+ copies

Authors can receive five free reproductions of their own articles and a 10 percent discount on all other reprints.

IHRIM JOURNAL EDITORIAL POLICY

The following is the Editorial Policy for the *IHRIM Journal*, which is used as a guideline for all materials published in this quarterly publication. The *IHRIM Journal* is published for subscribers who include both members and non-members of the International Association for Human Resource Information Management (IHRIM).

The *IHRIM Journal* is specifically targeted to executive management and senior-level human resource and information technology leadership (e.g., CEOs, CIOs, VPs, and Directors), university professors and students, and

other current or emerging thought leaders and visionaries.

Articles are anonymously peer-reviewed by the IHRIM *Journal's* Editorial Advisory Board or by other professionals with content expertise in the article topic. All submissions are to be firmly based on experience or research and must be relevant to current issues. Articles are reviewed for their quality, length, content, and applicability to an international, senior-level management readership in keeping with the IHRIM *Journal* Author's Guidelines which are published in each quarterly issue.

Articles are accepted with the understanding that their content is the author's original work, not slanderous, libelous, or plagiarized. All statements of opinion and supposed fact in the IHRIM *Journal* are published under the authority of the authors. They are not to be accepted as the views of the editors, the publisher, the IHRIM Board of Directors, the IHRIM staff, or the IHRIM membership. Under the guidelines of fair comment, everyone has a right to comment on matters of public interest and concern, provided they do so fairly and with an honest purpose. Such comments or criticism are not libelous, however severe in their terms, unless they are written maliciously.

The IHRIM *Journal* does not generally pay for any editorial contributions nor does it generally include any IHRIM-specific administrative (chapter/association-related) news.

All editorial contributions are published in the native language of the contributing author. If this language is other than English, an English translation (e.g., American, British, Australian English) accompanies the article.

The IHRIM *Journal* is supported through subscriptions and corporate sponsorships and thus does not contain any advertising per se. Every effort is made to ensure that individual companies and individual authors are not unduly represented. Articles are reviewed to ensure that there is no intent to promote products, services, or specific companies. Such explicit promotion is cause for rejection of an article.

No part of the IHRIM *Journal* may be reproduced or transmitted in any form or by any means, electronic or mechanical, including photocopy, recording, or any other information storage and retrieval system, without written permission from IHRIM, Inc. or its representatives.

By submitting an article to be published in the IHRIM *Journal*, all authors agree to a "transfer of copyright". This transfer agreement enables IHRIM, Inc. to protect the copyrighted material for the authors, but does not relinquish the author's proprietary rights. The copyright transfer covers the exclusive rights to reproduce and distribute the article, including reprints, photographic reproductions, or any other reproductions of similar nature and translations, and includes the

rights to adapt the article for use in conjunction with computer systems and programs and online media. Authors are responsible for obtaining from the copyright holder permission to reproduce information or figures for which copyright exists.

Exceptions to this policy must be approved by the IHRIM *Journal's* Editor-In-Chief, Steering Committee, and Managing Editor.

SUBSCRIPTION INFORMATION

Annual subscription rates are in U.S. funds, payable in U.S. funds:

| | |
|---------|--|
| US\$70 | IHRIM Members |
| US\$40 | Students |
| US\$120 | Non-member (U.S., Canada, Mexico) |
| US\$140 | Non-member (All countries outside North America) |

Single copies of the IHRIM *Journal* are US\$25. IHRIM members receive a 10% discount. Please visit our web site for online subscription and more information on the IHRIM *Journal* at www.ihrim.org (under Resources/Publications) or mail your subscription to:

IHRIM JOURNAL

IHRIM, Inc.
401 North Michigan Avenue
Chicago, IL 60611-4267 USA