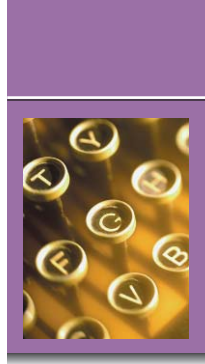


---

# From the Editor

---

By Karen V. Beaman



**W**ith this issue, IHRIM begins its sixth year of publication of the *IHRIM Journal*. It was born out of a discussion with several of my colleagues (probably drinking Starbucks coffee) at the IHRIM Annual Conference in Seattle in 1997. We felt there was a need for an IHRIM publication specifically written for executive management and senior-level human resource and information technology leadership, university professors and students, and other current or emerging thought leaders and visionaries. Our concept, although not based on any primary research, proved to be correct. The IHRIM *Journal* subscriber base continues to grow, and its content is reprinted and posted on Web sites by companies and universities around the globe and quoted in such prestigious publications as the *Harvard Management Review*.

While we have made visual enhancements over the years, we have never deviated from the editorial mission — 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. This resource fosters innovative and strategic thinking in the field of human resource information systems. It is also a forum for high-level (i.e., executive-level, not broad-brush) discussion and debate of current and controversial issues. The *Journal* focuses on multinational and regional differences around the world, and is an exceptional vehicle to attract authors and readers in related fields outside of human resources and information systems.

Continuing to foster our editorial mission, this issue features a diversity of articles. Our feature articles begin with “Redeploying Your Talent...” by Dr. John Sullivan where he states that viewing workforce planning as a future-oriented

process is wrong thinking. Workforce planning includes redeployment, which provides for the movement of a significant number of your workers from one area within the organization to another area so that your critical talent can be better utilized. The result will be better-utilized and challenged workers, increased productivity and less of a need for layoffs.

“In Defense of Time,” by Gary Durbin, describes how modern HR analysis has become dependent on the consistent

best practices will directly impact organizational viability.

In his article, “Organizing Workplace Technologies for Crisis Recovery,” Wayne Tarken writes that the events of September 11, 2001, have caused HR professionals all over the world to experience a new sense of urgency in preparing their workplaces for potential emergencies. The future cannot be predicted, but it’s safe to say that emergency preparedness and crisis management will now take on a larger priority in many or-

*... despite the economic woes experienced throughout major portions of the world during 2001 and 2002, the battle for people is an ongoing concern for employers.*

view of data over time provided by the Time Relational Model. HR data changes — people move, transfer to different jobs, get raises, change their benefits, and have children. The two-date scheme for implementing the Time Relational Model provides significant performance and representation improvements over the date-and-sequence scheme. As the relational database vanquished the hierarchical and network database systems of the 1980s, the more robust two-date scheme will eventually vanquish its ancestors.

In “Best Practices in E-Recruitment Systems,” Brian Kimball tells us that despite the economic woes experienced throughout major portions of the world during 2001 and 2002, the battle for people is an ongoing concern for employers. This relates to both the need to attract and hire the best people, and the absolute requirement to retain those individuals who contribute positively to organizational profitability. Organizations must find ways to attract, hire and retain the necessary talent to be successful. A failure to implement an e-recruitment solution that will enable talent relationship management (TRM)

organizations. The key to the success of these programs is to focus on business requirements, identify potential problems, and develop the appropriate solutions. The question is how can technology be used to support and improve these efforts? Technology will not prevent an emergency situation, disaster, or serious crisis from arriving on your doorstep. But it will help you improve your response and recovery.

Our Department writers in this issue present several thought-provoking concepts — you’ll probably find yourself agreeing or disagreeing — but not likely straddling the fence. And, in *International Perspectives*, we are provided with a new understanding of the Greater China Region.

As always, your comments and suggestions are encouraged and appreciated, and we thank you for subscribing to the *Journal*.

**Karen V. Beaman**  
Division Vice President/General Manager  
ADP Global Professional Services  
Karen\_Beamon@adp.com  
Portland, Oregon USA