

IHRIM JOURNAL STAFF

EDITOR-IN-CHIEF

Karen V. Beaman is division vice president and general manager for ADP Professional Services, a global HR/Payroll consultancy focused on providing strategic planning, best practice innovation, and system implementation services to Global Fortune 500 corporations. Ms. Beaman was responsible for building and leading ADP's professional services business in Europe and for launching the company's professional services in Latin America. She has more than 20 years of experience with information systems and human resource management. Ms. Beaman has degrees from Old Dominion and Georgetown Universities and was promoted to Ph.D. candidate 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*, Program Chair for IHRIM's Global Special Interest Group, and past-Chair of the IHRIM *link* Magazine Editorial Committee, and a former member of the IHRIM Board of Directors. She was presented with the IHRIM Summit Award for 2002 for her lifetime achievement in the field of HR and HRIS. Her book, *Boundaryless HR* was released in 2002 by IHRIM Press. She can be reached at Karen_Beaman@adp.com.

INTERNATIONAL EDITOR

Synco Jonkeren graduated from Leiden University in Anthropology/Non-Western Sociology and then completed a year-long research project in the slums of Jakarta before joining IBM as leader of their international project to develop a new HR system for use throughout the company's European offices. In 1993, he joined the then start-up company PeopleSoft as it embarked on its programme of global expansion and held several international management positions in the company, most recent as director of International Product Strategy, managing strategy teams in Europe, Latin America, Australia and Asia Pacific to ensure the product's fit in various geographical markets. Mr. Jonkeren recently joined IBI (Intercultural Business Improvement), combining his academic and business background to assist multinational companies in their international

endeavors. Trilingual in Dutch, English and German, Jonkeren has given workshops and presentations at a variety of seminars and conferences worldwide, focusing mainly on human capital management and its relationship with corporate organizational structures and information technology. He has published in a variety of books and trade magazines worldwide and has participated in research projects, most recently with The Conference Board. He is currently the International Editor for the *IHRIM Journal* (International Human Resources Information Management). Mr. Jonkeren can be reached at synco@ibinet.nl.

INDUSTRY ARTICLES EDITOR

Dr. Lisa Marie Plantamura has over 20 years experience in design, development, implementation and management of HR information systems. She was associate director of Novartis Pharmaceuticals Corporation, an independent consultant, HR systems manager for General Public Utilities Corporation, and a systems manager for Merrill Lynch & Company. A founding member of the Human Resources Information Management Society (HRIMS), Dr. Plantamura served two terms as its president. She served as both editorial and professional development director of *IHRIM* and was a recipient of the IHRIM Summit Award in 1995. She is an instructor for *IHRIM* courses and adjunct college instructor in systems analysis, HR management 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 4phoenix@optonline.net.

EDITORIAL ADVISORY BOARD

Gary L. Durbin was founder and formerly chairman and chief technology officer of Seeker Software. He is a noted HR industry visionary with significant experience in pioneering Web and security technologies. Mr. Durbin is a respected HR executive with a successful track record for 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. He also founded Cybernetic Development, Inc., a company that designed successful commercial software products. Mr. Durbin is the inventor on a patent for Automated Investment Fund Accounting Systems, U.S. Patent 4,970,658, which is for an accounting system based on the Time Relational Model. He can be reached at hacker@dnai.com.

Charles H. Fay earned his doctorate in management and organization behavior at the University of Washington, and is professor of human resource management and chair of the Human Resources Management Department at Rutgers University. His research focuses on compensation, performance management, work redesign and the use of human resource decision support systems. He is co-author or editor of several books, including *Compensation Theory and Practice*, *The Compensation Sourcebook*, *The Performance Imperative*, *Rewarding Government Employees and Executive Handbook on Compensation*. He was a presidential appointee to the Federal Salary Commission, is a certified compensation professional, and is a member of the certification faculties of the WorldatWork association. Dr. Fay serves on several editorial boards, including Human Resource Planning, Human Resource Management and the *IHRIM Journal*. He can be reached at cfay@email.msn.com.

Row Henson has been instrumental in human resources and human resource management systems for the past 30 years. For eight years she served as vice president of HRMS Global Product Strategy at PeopleSoft, Inc., advancing the flagship HR product line. After retiring in July 2000, Ms. Henson became a PeopleSoft Fellow and continues to provide the company with advice on its HRMS suite. Widely published, she is a frequent speaker at HR events produced by organizations such as IHRIM, IQPC, SHRM, APA, The Conference Board, ASPM and HR Technology. She can be reached at row_henson@peoplesoft.com or via the company's Web site at www.peoplesoft.com.

Dr. Carl C. Hoffmann is a partner with PricewaterhouseCoopers and was previously president and CEO of Hoffmann Research Associates, a research and consulting firm he founded in 1978. Dr. Hoffmann

has more than 20 years experience in the fields of systems development, statistical analysis, and business process design, and he is a recognized expert in the area of human resource information systems. He 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. Dr. Hoffman received his master's and doctorate degrees in Sociology from the University of North Carolina at Chapel Hill. He can be reached at carl.Hoffmann@us.pwc-global.com.

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. Mr. Kimball has over 15 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*. Mr. Kimball has eight years of editorial experience including past-editor of the *CHRSP Resource* and previous International Editor for the *IHRIM Journal*. He can be reached at bkimball@HRchitect.com.

Jennie Lehman is vice president, HRMS Global Product Strategy for PeopleSoft, Inc. Previously, she was a research director and 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@peoplesoft.com.

Vinnie Mirchandani is president of IQ4hire, a digital marketplace for consulting projects around e-commerce, customer relationship management, ERP and other IT markets. Prior to his entrepreneurial effort, he was a vice president at Gartner Group, Inc., analyzing applications software vendors and systems integrators. Prior to Gartner Group, Mr. Mirchandani had a 13-year multi-national consulting career with Price Waterhouse. He has written and presented extensively on trends in the IT market and wrote many influential reports for Gartner. He has been published in *CFO Magazine*, *Executive Edge*, *Information Week* and *IHRIM Journal*, to name a few. He is a regular speaker at the annual Forbes CFO Conference and is a featured speaker at a number of Gartner Group and other industry events. He holds an MBA from Texas Christian University and a CPA certificate from the University of Texas. He can be reached at vinniem@iq4hire.com.

Elena Maria Ordóñez is the senior vice president responsible for the Human Capital Management Global Business Unit at SAP AG. She is responsible for overall management of the vision, development, and strategic direction of the mySAP Human Resources (mySAP HR) solution and is also in charge of product marketing, quality support, and customer support for mySAP HR. Ms. Ordóñez joined SAP in 1988, at which time she developed the company's first non-German country-specific HR solution. She went on to lead the development of several country-specific versions to help SAP expand the availability of mySAP HR globally. As part of this effort, she evaluated the HR market and created business plans for the most strategic countries in Latin America. During her tenure at SAP, Ms. Ordóñez joined the North American development team and headed up the tax requirements division, working closely with customers. She then became development manager for the Southern European region, and her role grew to include Northern Europe and Africa. Soon, she became responsible for the divisions in EMEA and Latin America. Within a year, she headed the development of all of the country-specific versions of mySAP HR worldwide. Prior to joining SAP, Ms. Ordóñez was as a systems analyst in Spain. She studied Computer Engineer-

ing at the University of Deusto in Spain and is fluent in English, Spanish and German. She can be reached at elena.maria.ordonez@sap.com.

Jim Spoor is founder and president of SPECTRUM Human Resource Systems Corporation, a worldwide leading provider of Web-based HR systems as well as LAN, WAN, and client/server based software systems for use in HR, workforce management and human capital management. Prior to forming SPECTRUM in 1984, he had a successful career that covered more than 25 years in both HR and line management with respected Fortune 500 corporations in the energy, high-tech, and food processing industries. Mr. Spoor is regarded within the industry as a visionary, futurist, pioneer and innovator who focuses on exploiting technology in addressing strategic business issues. He has authored many articles, been a contributing author to several professional handbooks and textbooks, and has been a frequent speaker and panelist on diverse topics including HR and HR systems, entrepreneurship, and emerging trends in technology. Mr. Spoor earned his BS degree at the University of Illinois, Champaign Urbana Campus, with a major in Psychology (Industrial) and has taken graduate courses. His professional involvements include serving on the IHRIM Board of Directors and previously serving on the steering committee of the IHRIM Global Special Interest Group. He is also past national president and chairman emeritus of The Council for Growing Companies, an international organization for CEOs of rapidly growing companies. He can be reached at jspoor@spectrumhr.com.

Robert H. Stambaugh is president of Kapa'a Associates, where he has explored the role of emerging technologies in future work environments with more than 50 Fortune 100 clients. He was previously employed as a financial industries analyst and project leader at SRI International. He has also developed and managed HRIS capabilities and HR information centers at Crocker Bank, Intel Corporation and Atari. He was vice president of VRC Consulting Group and western regional manager and vice president of The Hunter Group. With more than 30 years experience in HR and HRIS, Mr. Stambaugh is a co-founder of IHRIM (formerly HRSP), whose first meet-

ing occurred in his office in San Francisco over 20 years ago. He is a former IHRIM Bay Area Chapter director and president, and served four terms as a member of IHRIM's Board of Directors. In 2000, he received IHRIM's Summit Award for his lifetime contribution to the HRIS discipline. In addition to IHRIM, he is a member of WorldatWork, ACM, AHRI, AMA, HRPS, IEEE, SHRM and the World Futures Society. He is a frequent speaker and leader of seminars dealing with alternative futures and the use of hard/soft science tools and techniques in leading-edge HRIS initiatives on organizational effectiveness. He is the author of more than 100 reviews and articles and the editor of 21 *Tomorrows*, an IHRIM Press Book of articles about the future of HRIS. His own book about managing post-modern human resource information environments is nearing the publishing stage. He can be reached at bobstambaugh@earthlink.net.

Jay F. Stright is managing general partner of Stright Associates LLC where he assists clients in optimizing human asset value through the strategic application of quality organization designs, processes and technology. Mr. Stright has more than 37 years experience in management, integration and human resources. His current role is an outgrowth a 28-year career in line management, HR and Strategic Planning at Chevron Corporation (now ChevronTexaco) and seven years with AG Consulting, a division of ADP, where he served as Executive Director of Management Consulting. He is a recognized expert in strategic human organization issues, the deployment of shared service, and the use of technology in HR and targeting HR products and services on enterprise business objectives. He has been an executive guest lecturer and adjunct instructor at several colleges and universities and a provider of professional seminars. He can be reached at JayStright@ATTBI.com.

Dr. John Sullivan is a professor of HR and the head of the Human Resource 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. Dr. Sullivan specializes in making HR "the" competitive advantage for organizations. He has served as a consultant and advisor to numerous high-tech and Fortune 500 companies including Mi-

crosoft, HP, Nike, Sun Microsystems, Charles Schwab, McDonalds and Pac Tele-sis. His current consulting interests include employee retention, 21st century HR, technology, and "e-HR," strategic HR, thinking outside the box, making organizations "agile" and measuring and increasing HR's business impact. He writes a weekly column for the Electronic Recruiting Daily and has authored more than 30 articles, reports and books and is a frequent and dynamic speaker. Dr. Sullivan is often quoted in leading HR publications including *HR News*, *Workforce magazine*, *TeamLeader*, *Network World Magazine* and on the Internet. *Fast Company* interviewed him on 21st century recruiting strategies, *Fortune* and *Business Week* magazines on recruiting and the World Wide Web, *Workforce* magazine on HR planning and *HR Executive* magazine on technology in HR. He was the *Workforce* magazine's online "Web" expert on workforce planning and was called the "Michael Jordan" of hiring by *Fast Company*. Dr. Sullivan was the founding executive director of the California Strategic Human Resources Partnership, a consortium of 31 leading HR senior vice presidents from Fortune 500 firms. He is also the head of the HR Strategic Forecasting Project, whose goal is to forecast and anticipate HR issues and opportunities. Dr. Sullivan has a Ph.D., an MBA and a B.Sc., all in Human Resource Management from the University of Florida. He can be reached at JohnS@fsu.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 effectively lead people, facilitate change and manage knowledge. A few of the clients he has supported include: Johnson & Johnson, Tiffany & Co., GE Capital, Bergdorf-Goodman, American Express, the U.S. Navy and Air Force, Citicorp, and Swiss Bank. Dr. 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-level texts on HRIS. His research on HR-related topics has won awards from the National Academy of Management and the American Society of Training and Development. He has a Ph.D. in Industrial/Organizational Psychology from Old Dominion University and maintains a part-time faculty position

as a tenured professor in the School of Business at the State University of New York at Albany. Currently, he is working on several innovative projects in the field of knowledge management. 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 *Expansion*. 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, Senior Fellow at Towers Perrin, is the author of the best-selling book, *Handbook of Human Resource Information Systems*, and renowned lecturer in the human resources field. In the human resources field, Mr. Walker is an adjunct university professor, founder and former board member of IHRIM and the Human Resources Planning Society. He is the global thought leader and leading technologist of the Technology Solutions practice at Towers Perrin, which includes optimizing the performance of the HR function. McGraw-Hill recently published his newest book, *Web-Based HR*. He also was a recipient of the IHRIM Summit Award in 1994. 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 manage-

ment, re-engineering, 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. Dr. Davenport wrote the first article on re-engineering and the first book—*Process Innovation: Reengineering Work through Information Technology* (Harvard Business 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 articles have appeared in *Harvard Business Review*, *Sloan Management Review*, *California Management Review* and many other publications. He 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 IHRIM since 1991 and has spoken at numerous conferences and events. He can be reached at Klaus.Tschira@kts.villa-bosch.de.

Thomas A. Stewart is the editor of the *Harvard Business Review* and was formerly editorial director of *Business 2.0*, a *Fortune* publication. His areas of expertise include intellectual capital, the management of change, human resources, business sociology, global competitiveness and information technology. Mr. Stewart's first book, *Intellectual Capital: The New Wealth of Organizations* was published in the United States by Currency/Doubleday in 1997 and in paperback in 1999, and has appeared or

will appear in 17 foreign editions. His new book, *The Wealth of Knowledge: Intellectual Capital and the 21st Century Organization*, has recently been published. He speaks frequently about intellectual capital and related subjects to audiences around the globe. In October 2002, he delivered the prestigious management lecture of the Singapore Institute of Management. Mr. Stewart worked in the book publishing business for 18 years, serving as editor-in-chief, president and publisher of Atheneum Publishers. He held editorial jobs at Harcourt Brace Jovanovich, and Farrar, Straus and Giroux. He has written articles that were published in *The American Scholar*, *Manhattan, Inc.*, *7 Days, Town and Country*, *The New York Times* and *Harvard Magazine*. Mr. Stewart graduated summa cum laude from Harvard College in 1970. He can be reached at thosstew@aol.com.

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 Educators” in management. Dr. 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.

CONTRIBUTING COLUMNISTS

Phillip Booth is the business unit manager, Human Resources, at SAP South Africa and 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, specializing in the implementation of personnel development and planning functionality and the integrated SAPR/3 HRIS. He was appointed Product Manager for Human Resources for SAP Southern Africa in 1996 and had 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.

Farid Elashmawi, B.S., MBA, Ph.D., is president of Global Success, a San Jose, California-based multicultural management, negotiation training and consultancy. As author of *Multicultural Management 2000* and *Competing Globally*, he has coached managers from major international corporations in the U.S., Europe, Japan, Korea, Indonesia, Malaysia, Singapore, Thailand, China, Hong Kong, Taiwan and the Middle East. He can be reached at farid@ix.netcom.com.

Gerald R. Falkowski is an executive consultant at the IBM Corporation. He has extensive practical experience in human resources, development, manufacturing, finance and marketing in both management and consulting positions. Mr. Falkowski has in-depth knowledge in the areas of organizational change and knowledge management, and specializes in helping clients with their large and often complex transformation initiatives, using the latest in intellectual thinking, research and tools designed for successful outcomes. He has a degree in Engineering and Business Management and provides thought leadership and innovation to his clients in engagements such as optimizing how an organization shares and uses information and knowledge, developing knowledge management strategies and implementation plans, and launching communities of practice. He can be reached at falk@us.ibm.com.

John Johnston is the managing director of Human Resource Management Solutions (HRMS). He is responsible for assisting clients in creating a more effective and efficient human resources function incorporating the use of technology. His primary focus is HR strategy and HR service delivery in conjunction with enterprise resource planning and Web-based best-of-breed HR systems. He has strong skills in human resource business measurement and business case development. Mr. Johnston has worked with major corporations in both the U.S. and Canada in the restructuring of HR and the development of HR shared services. In addition to his North American activities, he has worked on global projects in the UK, Malaysia and the Caribbean. He has a BA from McMaster University and has been accorded the CHRP designation from the Human Resources Professionals Association of Ontario. Mr. Johnston is a member of IHRIM, SHRM, HRPAA, WorldatWork, and is a past-president of the IHRIM Huron Chapter and former board member of IHRIM. He is a frequent author and speaker on technology issues in human resources. He can be reached at john.johnston@globalHRMS.com

Phil Jones is IS Planning and Development Manager with British Airways in London. With 25 years experience in the airline industry, he has specialised in the business application of computer systems. In recent years, he has project-managed the development of HR decision support tools, co-designed and implemented a global HRIS and helped customize and implement corporate resource planning systems. During this time, he has provided worldwide consultancy sup-

port on a range of associated issues, has held training seminars in Europe, the USA, India and the Far East, and has spoken on HRIS topics at international conferences. A member of British Mensa, he holds degrees in Operational Research and in European Employment and Management Law. He is co-author of a university-level textbook on legal aspects of employment policy within the European Union. He can be reached at philip.g.jones@british-airways.com.

Valdis Krebs is an organizational consultant and the author of *Inflow*TM, 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. Mr. 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. From his early work on the design team that created the first packaged applications for human resource functions to his pioneering creation of enterprise self-service (ESS) concepts and technology, he has provided his expertise to scores of organizations. Formerly, Mr. Lapointe directed the strategic practice management resources for The Hunter Group, with a

particular focus on high performance work force initiatives that enable organizations to manage and improve enterprise performance. A frequent writer and industry spokesperson, he is also a long-time member of the International Association for Human Resource Information Management (IHRIM). He is past president of the New York chapter, and a former member of the New England chapter Board of Directors. He can be reached at jrlapointe@comcast.net.

Steve Troutman has over 25 years of IBM experience in sales and sales management, TQM and process, transformation and management consulting, and leadership and facilitation. He is currently IBM's World Wide Process Owner for the Opportunity Management Processes. He has a wealth of knowledge across a broad range of subjects and experience in the practical implementation of complex concepts. During the past several years, he has led or facilitated a number of virtual teams. In July 2002, he co-presented "Starting, Running and Maintaining Virtual Teams," at the World Future Society worldwide conference. He has recently co-presented additional work on virtual teaming to executive leadership at the University of Maryland. Mr. Troutman has an MBA in Entrepreneurship and Venture Management and a bachelor's degree in Management, both from the University of Southern California. He can be reached at s.troutman@alumni.usc.edu.