

IHRIM Journal

VOLUME VIII, NUMBER 3

MAY/JUNE 2004



Learning has no limits.

©2004 by IHRIM, Inc. All Rights Reserved. Reproduction in whole or in part without written permission is strictly prohibited.

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

The *IHRIM Journal* (ISSN 1098-5565) is owned by IHRIM, Inc., P.O. Box 1086, Burlington, MA 01803 USA. PRINTED IN USA

EDITOR-IN-CHIEF: KAREN V. BEAMAN, Division Vice President, ADP Employer Services, Portland, OR, USA
Karen_Beaman@adp.com

INDUSTRY ARTICLES EDITOR: Dr. LISA M. PLANTAMURA, Mt. Tabor, NJ, USA
4phoenix@optonline.net

INTERNATIONAL ARTICLES EDITOR: SYNCO JONKEREN, Intercultural Business Improvement, Amsterdam, The Netherlands
synco@ibinet.nl

EDITORIAL ADVISORY BOARD

GARY L. DURBIN, HR/Internet Industry Visionary, Oakland, CA, USA
hacker@dnai.com

DR. CHARLES H. FAY, Chair of Human Resource Management Department, Rutgers University, Highland Park, NJ, USA
chfay@email.msn.com

ROW HENSON, PeopleSoft Fellow, Pleasanton, CA, USA
row_henson@peoplesoft.com

DR. CARL C. HOFFMAN, Partner, PriceWaterhouseCoopers, Chapel Hill, NC, USA
carl.hoffmann@us.pwcglobal.com

JENNI LEHMAN, VP, HRMS Global Product Strategy, PeopleSoft, Inc., Lafayette, CO, USA
jenni_lehman@peoplesoft.com

ELENA MARIA ORDÓÑEZ, senior vice president, Human Capital Management Global Business Unit, SAP AG, Walldorf, Germany
elena.maria.ordonez@sap.com

VINNIE MIRCHANDANI, CEO, Jetstream Group, Chicago, IL, USA
vm@jetstreamgroup.com

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

ROBERT H. STAMBAUGH, President, Kapa'a Associates, Kekaha, HI, USA
bobstambaugh@earthlink.net

JAY F. STRIGHT, Jr., Managing General Partner, Stright Associates LLC, San Francisco, CA, USA
JayStright@Comcast.Net

DR. JOHN SULLIVAN, Department Head and Professor of

HR, San Francisco State University, San Francisco, CA, USA
JohnS@sfsu.edu

DR. SCOTT TANNENBAUM, President, The Group for Organizational Effectiveness, Inc., Associate Professor, State University of New York, NY, USA
Scott.Tannenbaum@groupOE.com

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

HONORARY EDITORIAL ADVISORY BOARD

DR. THOMAS H. DAVENPORT, President's Distinguished Professor, Babson College and an Accenture Fellow, Babson Park, MA USA
tdavenport@babson.edu

THOMAS A. STEWART, Editor, *Harvard Business Review*, Boston, MA, USA
thosstew@aol.com

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

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

CONTRIBUTING COLUMNISTS

PHILLIP BOOTH, Business Unit Manager, Human Resources, SAP Southern Africa, Johannesburg, SOUTH AFRICA
phillip.booth@sap.com

GERRY FALKOWSKI, Executive Consultant, Woodbury, MN USA
g.falkowski@comcast.net

JOHN JOHNSTON, Managing Director, Human Resource Management Solutions, Ontario, CANADA
john.johnston@globalHRMS.com

PHILIP JONES, IS Planning & Development Manager, British Airways, London, UNITED KINGDOM
philip.g.jones@british-airways.com

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

STEVE TROUTMAN, WW Opportunity Management Process Owner, IBM, Rochester, MN USA
trout@us.ibm.com

JOEL LAPOINTE, Author and Consultant, Tucson, AZ, USA
jrlapointe@comcast.net

OFFICERS:

Chairman, Nov Omana, Towers Perrin; Vice Chair, Mike Method, Methods Unlimited; Chief Financial Officer, Jacqueline Kuhn, Sears, Roebuck Co.; Secretary, Rich Berger, A.C.S., Inc.

DIRECTORS:

Jessa Kilgore, PDI, Inc.; Robert Loller, Citigroup, Past Chair; Diane Panting, Aon Consulting; Jim Pettit; James E. Spoor, Spectrum Human Resource Systems Corp.; Cathy Veinbachs, Fidelity Investments

IHRIM, INC. MANAGEMENT

Lynne Mealy, President & CEO
lmealy@ihrim.org

PUBLISHING INFORMATION

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

Copy Editor: Neil Faulkner, Rector-Duncan & Associates, Inc., Austin, TX, USA, 1.512.454.5262, fax 1.512.451.9556
rdneil@ccms.net

Production Director: Megan Moller, Rector-Duncan & Associates, Inc., Austin, TX, USA, 1.512.454.5262, fax 1.512.451.9556
mmoller@rector-duncan.com

Advertising Manager: Pat Huber, Rector-Duncan & Associates, Inc., Austin, TX, USA, 1.512.310.9795, fax 1.512.310.0021
rdpat@rector-duncan.com

Director, Publication Distribution: Andrea Bahr, Rector-Duncan & Associates, Inc., Austin, TX, USA, 1.512.454.5262, fax 1.512.451.9556
abahr@rector-duncan.com

Sponsorship

This issue of the

IHRIM Journal

A Publication of the International Association for Human Resource Information Management • <http://www.ihrim.org>

is sponsored by:

PeopleSoft®