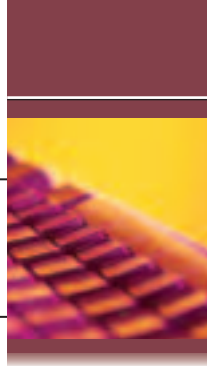


# From the Editor

By Karen V. Beaman



This issue of *IHRIM Journal* takes a broad look of what is happening in the HR profession today and what our authors believe will happen in the future. From outsourcing, offshoring and merger mania issues to privacy, security and ethics issues, there are many events, regulations and business plans that will continue to challenge HR professionals to recognize and apply the most efficient HR strategies and technology solutions. Human capital is the engine of future growth economies, and HR professionals can be the fuel to attract, train, manage, motivate, and retain the best and the brightest.

“Establishing and Operating Back Office and Customer Care Centers in Emerging Economies: A Human Resources Viewpoint” by Eric Lesser and Rajeev Parlikar discusses the outsourcing phenomena fueled by the potential for providing services using lower costs resources. While there has been significant growth in the number of companies operating back office and customer care centers in emerging economies, many organizations have not considered the range of human capital challenges associated with migrating back office and customer care centers to lower cost environments. To better understand these challenges, the authors interviewed a range of operations and HR executives and line managers in Global 1000 companies, leading business process outsourcers in emerging economies and leading academics about the HR challenges of operating globally distributed back-office and customer-contact centers

Author Bennett Reddin, in his article “Plugging into the Grid,” says that over the years, there have been numerous cries of wolf, informing us that HR and HR/IT departments were threatened by waves of outsourcing,

ASPs, consultancies and the like. Reliability and cost are two factors that have kept these waves from ultimately making those cries reality; but grid computing will remove at least those two factors in the next several years. Grid computing is already firmly rooted in the scientific and financial communities. Grids can also serve HR/IT needs in our organizations, and will require HR expertise in predicting, directing, and managing the impact grids will have in our corporate society.

Paul M. Swiercz and Susan K. Lippert, in their article, “Voluntary HRIS Data Collection: The Role of Privacy Sensitivity and Technology Trust” argue that an employee’s willingness to share sensitive information on a voluntary basis is an area of important concern. They suggest that that voluntary dimension of data sharing is important as individuals make purposeful judgments regarding the sharing of their “person specific” information. Employees are no longer passive actors in the HRIS process; a richer understanding of the interaction between the individual employee behavior and the data collection and use is essential to efforts to better access the human capital resources of the organization.

In “A Conversation with Al Walker,” Jose Alcaraz and Ernesto Uscher ask a series of pertinent questions to HR expert and author, Al Walker. The article, presented here in both English and Spanish, touches on HR portals and self-service, successes and failures in Web-based HR, HRMS design to ensure maximum ROI and Web-based solutions for the future. Mr. Walker sees a key need for accessible, accurate, up-to-date information about the workforce, employees, contractors, consultants, rehired pensioners, whomever – and a need for

good repositories for this data, such as HRMS databases, data marts or data warehouses before we can push it to the Web, and then on to the customers.

The eclecticism of this issue begins with an article on corporate “Moral Values” by Bob Stambaugh, who says that those “oh so great companies to work for” may not be viewed as so great by today’s emerging workforce. Dr. John Sullivan writes that, “It’s Time for HR to Accept Accountability for Workforce Productivity” because the threat of being outsourced for being deemed a non-core function with no direct impact on the bottom line looms in the horizon. Gerald Falkowski, Jean Ritala and Stephen Troutman bring us a follow-up to their January article on organizational change management (OCM) and information technology infrastructure library (ITIL). This column discusses how to sell OCM and ITIL processes to executives and the authors discuss in a question/answer format the three basic elements you need to know. “Dilemma: HR Up, Finance Down” is a case study by David Salyers of a company where executive management’s passion for measuring the performance of its workforce transformed the company into a culture focused on key performance indicators. Two years later, financial business results have slightly regressed while human resource indicators have steadily improved causing the CFO and COO to seek council from Human Resources. What should the VP of HR do in this situation?

We hope you enjoy this issue.

**Editor-in-Chief**  
**Karen V. Beaman**  
**Managing Partner**  
**The Jeitosa Group**  
**New York, New York USA**  
**Karen\_Beaman@jeitosa.com**