

From the Editor

By Karen V. Beaman



As you may know, Bob Stambaugh, 59, co-founder of IHRIM and of the *IHRIM Journal* died December 1, 2005 at his home in Kekaha, Hawaii. This is the last issue that Bob wrote for, and although we produce this issue with a great sense of loss, we also produce it in his honor. For more than 30 years, Bob provided his insight, creative talents and in-depth knowledge of HR and HR technology to professionals and organizations alike. For more information about Bob, please visit http://en.wikipedia.org/wiki/Bob_Stambaugh or www.ihrim.org. Bob was a visionary and thought-leader in the field of human resource systems, and a friend and colleague. Without Bob, there would not have been an *IHRIM Journal*. Thus we dedicate 2006, our tenth year, as the Bob Stambaugh year. Bob's vision, insight, humor, and penetrating analytical eye will be deeply missed.

In his "Visions..." column, Bob Stambaugh in his inimitable manner draws on Mr. Rogers' famed expression, "It's a wonderful day in the neighborhood," by discussing communities versus progress in HRIS circles. He says "I think, we may need to start looking at how to recreate among HR staff and clients a whole set of communities or neighborhoods that have distinct, separate identities, but at the same time, share enough common characteristics to be viewed and managed as a single entity." Then later in this issue, José Alcaez has what is perhaps one of the last "Conversations with Bob Stambaugh." In this article, Bob talks about managing human capital in a knowledge economy, managing HR from an "intangibles" perspective, and the growing lack of management's commitment to the employee.

Our first feature article of the issue, "Extending the Capability of HRIS with Third-Party Add-on Products" by John Macy looks at the impact of the problem with the current generation of HRIS products that are mainly monolithic in design, and discusses why they are unable to cope. Further, Macy examines the characteristics of the "open" integration environment that is needed to enable solutions from multiple vendors to operate together and provides a review of what is happening in the marketplace today.

In our next feature by David Sirota, "Collaborating for a Secure Work Environment," we learn that no single person, team, or department can make a corporation safe. Collaboration between people is necessary to improve organization security. Effective collaboration takes compromise and the most successful companies put emotion and politics aside and develop rational solutions. The reality is that Human Resources is uniquely positioned to help change the climate in their companies.

William Larkin and Marc Miller, in their article, "A Model for 'Right Sourcing a Human Resource Process: Do Nothing, Outsource or Bring Back Inhouse?'" explain that organizations should view the HR BPO option as a viable alternative to developing and maintaining world-class HR inhouse. The decision to proceed, however, must be examined closely against the alternatives, including keeping the status quo. The selection of an HR BPO is of major consequence. Organizations should look for cultural fit, a track record of success, available expertise and experience in their HR BPO. Even though organizations should focus on outcomes in devel-

oping service level agreements and metric targets, they should not overlook an HR BPO's HR technologies platform.

Jay Stright provides our fourth feature, "Focusing on the Customer," in which he writes that there is emerging consensus that one model for HR delivery, the shared services model, is the most advanced and effective available. He says that every company should plot out the road ahead for shared services because service-based business models are the future and will evolve in our organizations whether we like it or not. Only by carefully thinking through our requirements, developing models to address those requirements, and deploying them in a sensible way will we be able to get the return on human assets that HR needs to assure business success in the 21st century.

Also in this issue, Dr. John Sullivan highlights the role that HRIS should play in metrics and what measures the HRIS department should utilize to measure its effectiveness. In their case study, Gerald Falkowski and Charles Merrill discuss three scenarios where a change project failed or was stopped before completion. They present this information so practitioners can develop their predictive skills and in so doing, be more accurate and persuasive in their recommendations. We conclude this issue with a recruitment process dilemma at Bumpkin, Inc. by David Salyers.

Editor-in-Chief
Karen V. Beaman
Vice President and
Chief HCM Strategist
Workday™
Walnut Creek, CA USA
karen.beaman@workday.com