



SUSAN E. LESZCZEWICZ  
Guest Editor

## Up.link

*Susan Leszczewicz (Susan\_Leszczewicz@adp.com) is a project manager with the Enterprise Payroll Services group of ADP, one of the largest independent computing services firms in the world. She has over 25 years experience in systems implementation, primarily focused on managing HRMS implementation efforts in the past 10 years and Web-based solutions in the past three years. She has a bachelor's degree in mathematics and computer science from University of Illinois and a master's degree in human resource management from Keller Graduate School of Management. She has been a Midwest IHRIM member since 1996 and a member of the IHRIM.link Editorial Committee for the past two years.*

I recall my first job at a company that utilized keypunch operators to get data loaded into the system. Oh my, how times have changed. In the 2003 HR Service Delivery Survey Report, Towers Perrin concluded that companies investing in HR self-service experienced substantial payoffs in accuracy and timeliness of information, as well as workload reduction. This *IHRIM.link* issue looks at some of the values gleaned to date from having deployed e-applications to the employee population, as well as tips and how-to guidelines for portal improvements.

Initially, attracting an end user to log into a Web site is not difficult. Keeping the end user continually coming back is another challenge. We've learned in the past few years that having secured access, well thought out presentation layer, user-friendly navigation and accurate information go a long way in increasing employee portal utilization. Our first feature article is from Michael Rudnick, National Intranet and Portal Leader at Watson Wyatt Worldwide. He provides insights into how organizations could keep pace with ever-increasing Web-user expectations and rapidly changing technology through "Sound Portal Governance." Without a unifying vision for the use of portals, and processes to back it up, the value of portals is at risk.

As technology continues to play a key role in changing HR service delivery models, our next feature reintroduces change management to fully connect technology initiatives to the

employee base. Bonnie Correll, a principal at The Cedar Group, presents "Change Management: Using the Right Techniques and Technologies to Ensure Success." This article focuses on the latest research and real-world examples on how this area is being revolutionized. We all know that if we don't put attention to the change process, then we don't get the value out of the e-application. Business results improvements, productivity gains, and positive ROI cannot be achieved without employee buy-in.

Our first two features noted that the success of commercial Web sites such as Amazon.com is driving organizations into re-evaluating their employee portals. With the aging of the baby boomers and increasing demands for online total compensation statements, financial calculators such as those used in forecasting total wealth/compensation, are getting more scrutiny. In our next feature, "Power Your Knowledge with Web-Based Financial Calculators" by Bruce Harrington, VP and product manager for MFS Investment Management, we'll walk through some of the interactive tools now available to investors to better understand choices and options prior to investing, from college savings to retirement planning.

Self-service solutions focus on transforming time and paper intensive functions involving multiple staff members into simple, interactive online processes that allow employees and managers to immediately access and maintain accuracy of information. In his article,

"Onboarding Employees in the 21st Century," Michael Beniaminovich of Towers Perrin presents a couple of case studies to show progress made and benefits accrued in the area of employee onboarding; the steps taken between a candidate's acceptance of a job offer and payroll entry.

How successful have self-service initiatives been so far? I must say, quite successful when done correctly. As a business tool, the Internet offers distinct advantages to businesses. Organizations will continue to reap benefits as more improvements are applied to employee portals in order to meet business strategies. We hope you find these articles helpful as you continually evaluate the value of your portals.

In closing, I want to thank Bob Garner, entrepreneur and one of the keynote speakers at this year's IHRIM Conference, for providing an interesting and extremely timely feature about how to help employees deal with the many changes that are happening in today's workplace.

Also, a special "thank you" is extended to this issue's department editor, Nancy Pendergast, for her efforts in acquiring several interesting and informative columns for your reading enjoyment.

### COMMENTS?

Send an e-mail to the editor  
([tomf@rector-duncan.com](mailto:tomf@rector-duncan.com))  
or fax 1.512.451.9556.