



KRISTIE EVANS
Guest Editor

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Kristie Evans is president of HR Logistics, LLC, a human resources consulting firm specializing in projects resulting from implementations, mergers and acquisitions. The goal of HR Logistics is to protect the relationship between employees and management by ensuring high quality delivery of HR services in the midst of change. Ms. Evans has directed projects as both an internal director/consultant and an external consultant for textile, healthcare, chemical and pharmaceutical firms. She has served IHRIM as the president of the IHRIM Carolinas chapter, as well as been active on the IHRIM national Finance committee and served three years on the IHRIM.link editorial committee. Ms. Evans can be contacted at Kristie@hrlogistics.us.

The bottom line” – “the down and dirty” – “the real story” – “where the rubber hits the road” – or the ever popular “at the end of the day.” All of these clichés mean the same thing, what’s the final result? When these phrases are applied to a company, they are usually targeted at its financial health. The CEO is watching it and so are the company’s investors and customers.

In this issue, our authors provide their perspective on how HRIT impacts a company’s bottom line. We know that technology can be a tremendous capital expenditure. We know that the return on investment can take months, perhaps even a few years, to fully materialize. And what happens if the investment doesn’t pay off or if the players change? Articles in this issue address some of these questions and looks at how technology is changing the way businesses operate.

In his article “Sourcing 360° Workforce Analytics,” Jamie Barrette describes how workforce analytics can assist an organization in determining its ROI on human capital management. Mr. Barrette, a business analytics consultant specializing in data warehousing and business intelligence, tells us that by using measurements built on data already maintained in most human resources management systems, a business can create 360° feedback to monitor its ROI on human capital assets.

Business strategist Dr. Saj-nicole

Joni discusses how technology has impacted the development of leadership within an organization in her article “Winning with Complexity While Navigating at Warp-Speed.” Even though we are inundated with information conduits, Dr. Joni says it is possible that this has had a positive impact on companies’ leadership by encouraging them to seek outside, objective opinions.

“Oracle Buys PeopleSoft (and J.D. Edwards, too) – Now What Do I Do?” by Mark Rapier examines the many questions and considerations facing purchasers of PeopleSoft systems. Now that Oracle has succeeded in taking over, what can users of PeopleSoft really expect and how should they prepare for the change? This article explores the reality of this change in players and whether or not you should unplug that system right now!

Our fourth feature by Debra Terry and Greg Stannard describes how Boeing Employees Credit Union (BECU) was able to meet their challenges of rapid growth by both lowering operating expenses and increasing customer service. Bucking the outsourcing trend, BECU brought their payroll processing inhouse, allowing their HR staff to focus on more strategic activities.

Our department editor, Lexy Martin, has compiled an interesting group of articles that provide insight into some of the newest trends and changes in the HRIT marketplace. In

the Private Eye column Scott Blackmer addresses identity theft caused by employers’ security breaches. In Function Focus, Keith Rodgers reviews the impact of Sarbanes-Oxley compliance on the payroll function within a company. In HRIS in the Small-Midsize Market, Carolyn Gregory and Jack George tell how Case Western Reserve University implemented the PeopleSoft Financials and Human Capital Management (HCM) software faster and more cost effectively than many of their peer institutions. HRMS Management Perspectives by Ron Hanscome reminds us of “forgotten modules” or those areas of hidden value that have been neglected by many organizations – “forgotten” functionality included in the HRMS that has never been implemented. The Tech Notes column by Vincent Schoenfelder discusses open systems, compares them to open source, and introduces the concept of service-oriented architecture. Talking With features an interview with Brian Kelly of DoubleStar, Inc., a consulting services firm that specializes in delivering solutions that synthesize information from disparate enterprise information repositories to create analytical tools.

We hope your summer is bringing you lots of vacation time and enjoyment. *IHRIM.link* is here to bring you the perfect leisure time reading material!