



**JASON AVERBOOK**  
Guest Editor

## Up.link

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**T**his year many issues affected most all of us in the HR and HRIS space. Some of these issues were unplanned such as the deadline for Sarbanes-Oxley section 404 compliance, and the new overtime laws put into place by the U.S. Congress. In addition, the move to a more global economy accelerated with explosions of growth in China and Japan, a continued shift to a knowledge-based economy, and finally the concepts of offshoring and outsourcing coming into play. And, we saw changes in our own little world of HRIS applications and solutions, as well – a new focus on initiatives such as workforce performance, performance management, learning management, pay for performance, and continued deployment of global “direct access solutions.”

With new regulations, new business initiatives and a growing global economy, there was much to learn in 2004. Perhaps best of all, as HR/HRIS professionals, we learned how to prove our value. This is an area we should all be focusing on in 2005 as outsourcing continues to be bantered around; we need to continue to prove our worth and show that HR, HCM, and HRIS really do drive organizational success.

This *IHRIM.link* issue begins with Ed Newman and Elaine Orlor from The Newman Group discussing how the changes in organization structure, comprehensive talent management, convergence of solutions and outsourcing will

be key topics in talent management in 2005. Michael DiPietro from Kronos discusses workforce performance and the shift that organizations are experiencing from cost management to innovation and customer satisfaction. This is a major shift in organizational mindset that we all have to be aware of for the future. Jessa Kilgore from PDI walks us through the concept of redesigning the employee lifecycle. As HR and HRIS professionals, we have to look much further than just storing transactional data about the workforce. We must take a business process or lifecycle approach, understand our strengths/weaknesses and adjust our employee lifecycle design accordingly.

Workforce optimization continues to be a trend watched by many in the space. Deb Schmidt from Temposoft discusses the role of workforce optimization in a piece entitled “Right Place, Right People, Right Time.” This is a concept we will all be faced with over the next five to ten years as the workforce gets smaller and we continue to move to a knowledge-based economy. Kevin Dobbs from Workstream describes his view of compensation trends as we go forward in this complex space. Interestingly, Microsoft Excel continues to be the way most organizations manage compensation from a system standpoint. Kevin will discuss the complexities of compensation, the continued move to a total rewards model,

and the impact that can have on the workforce. Finally, Christopher Faust from Softscape sheds some more light on the topic of outsourcing. Christopher takes a fun look at what outsourcing means, reminds us that we all have been outsourcing for a long time, and tells us what we should be thinking about in this area in the future.

I want to thank Kristie Evans, our departments editor, for lining up a great list of contributing authors. They have provided timely information on everything from running a recruiting department on a 24-hour/7 basis for an emergency healthcare organization to a well-constructed article on pay for performance. The diversity continues with an article that describes how even small companies can utilize technology and end their paper chase, to another article that tells us what makes a good leader and how to assess leaders.

I urge you to take an inventory of what you have done during 2004 and how it impacted your organization – then use the information presented in this issue to create a personal guide for yourself in 2005. Happy Holidays, Happy New Year and Best Wishes for a prosperous 2005!

### COMMENTS?

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