



IHRIM.link

Linking the World of Human Resource Information Management

IHRIM.link is a publication of the International Association for Human Resource Information Management, whose mission is to be the leading professional association for knowledge, education and solutions supporting human capital management. Submission of an article to IHRIM or its publishing and editorial representatives constitutes permission to publish the article in any form or medium under the guidelines of the IHRIM Copyright Transfer Agreement. Articles may be edited for reasons of space and clarity.

©2006 by IHRIM, Inc. All rights reserved.

Reproduction in whole or in part without written permission is strictly prohibited.

**PUBLISHER
AND MANAGING EDITOR**
TOM FAULKNER
tomf@futurapublishing.com

COPY EDITOR
NEIL S. FAULKNER
neil@futurapublishing.com

ADVERTISING MANAGER
PAT HUBER
phuber2@austin.rr.com

PRODUCTION DIRECTOR
LISA BRAUD
lisabraud@txwinet.com

IHRIM.link (ISSN 1089-991X, USPS 011-209) is published bi-monthly for the International Association for Human Resource Information Management by Futura Publishing LLC, 6205 Bull Creek Road, Austin, TX 78757. Subscription price is US\$60 per year; US\$20 for IHRIM members. Single copies are US\$10 for non-members. Periodicals Postage Paid Austin, TX and additional mailing offices. POSTMASTER: Send address changes to IHRIM.link, 6205 Bull Creek Road, Austin, TX 78757. Printed in U.S.A.

7 Sourcing Overseas: The Risks, Rewards, and Protection Measures to Ensure Success

By Tim Minahan, Procuri, Inc.

The contract is perhaps the single most important control in the outsourcing process to help ensure that operating entities are following key corporate policies. Contract management solutions should track and automatically manage contract renewals, cancellation deadlines, and terms and conditions on a global basis, ensuring regulatory compliance against established terms.

10 Room for Risk: Building a Safety Net into the HR Outsourcing Process

By Hank Johnson, ExcellerateHRO and Glenn Nevill, Towers Perrin

Most companies are accustomed to mitigating risks. They have plans in place for business continuity, financial stability, data management and regulatory compliance. The same care should be taken when a company considers outsourcing one or more aspects of its human resources function. Outsourcing is about *making the business better*. If everyone involved in the transition keeps that basic principle in mind, it will go a long way toward mitigating many of the risks involved.

13 Reactive or Proactive? Getting Ahead with Succession Planning

By Jeff Weekley, Kenexa

Complex, paper-intensive succession planning processes usually fail quickly, suffocated by their own bureaucracy. Fortunately, advances in technology have made the development and maintenance of succession plans much easier. These systems not only make it easier to collect relevant information and assemble a plan, they, more importantly, make the plan easier to use and maintain. Since most succession planning efforts fail at the execution stage, as opposed to the plan development stage, this is a significant contribution.

16 The Worker Identity Theft Crisis – and How You Will Save the Day

By Peter Marshall, The Identity Guardian

Identity theft is not a flash in the pan – it's built into the way the world now works, and this heightens not only the risk, but also the damage. Companies are at special risk, because by necessity, they expose their employee's data to other employees and to their providers and partners, and they bear responsibility for the risk that this creates. Those in HRIS, whose specific function is the management of "people data," must take ownership of this emerging liability, and ensure that their companies are as safe and as prepared as possible.

**Early Registration Now Available for
HRMStrategies 2007**

Register by February 28 and Save \$100

IHRIM Conference and Technology Exposition to Highlight
Leading HR Trends, Solutions, Applications and Service Delivery
<http://www.ihrim.org/events/2007spring/index.asp>

departments

Ed Colby, Kronos Incorporated
Departments Editor

Up.link 5

Sherry Green, ADP
Guest Editor

In My Opinion 28

Human Capital: How it helps you Win
By Theresa M. Welbourne, Ph.D., eePulse, Inc.

Function Focus 30

*Outsourcing Benefits Means Outsourcing Risk:
The Rewards in Outsourced Benefits Administration*
By Daryl Ashley, Workscape

Private Eye 32

*Assessing the Impact of the E-Discovery Amendments
to the Federal Rules of Civil Procedure*
By Matthew T. Furton, Kevin M. Nelson, Jon A. Neiditz
and Paul T. Kim, Lord, Bissell & Brook LLP

Solutions for 10K or Less 35

Risk and Human Resources Information Technology
By Alfred J. Walker, Consulting Arts Group

Inner Circle 37

Does your CEO understand the Risks of Talent Management?
By David Link, Knowledge Infusion

Tech Notes 38

*Avoiding IT's Big Bang: The next wave of IT outsourcing
must be transformational – not transitory*
By John Bostick, dbaDIRECT

Mixed Bag: Aligning & Managing HR Service Delivery 40

Managing Risk Through Smarter HR Service Delivery
By Bill Larkin, Kronos Incorporated

Talking With 42

Tony Biancamano
ADP – Employer Services

The Back Page 44

The Case of the Missing Manager
By Elliott Witkin, Ultimate Software



Powered by **Bright Ideas**

BOARD OF DIRECTORS

NOV OMANA
CHAIRMAN OF THE BOARD
Collective HR Solutions, LLC

JACQUELINE KUHN
VICE CHAIRMAN
OfficeMax

JIM PETTIT
CHIEF FINANCIAL OFFICER
Talent Management Systems

DIANE PANTING
SECRETARY
Aon Consulting

DAVE BINDA HR Results, Ltd.
C. LAMAR DAVIS IBM Business Consulting Services
JOHN GREER Smart Financial Credit Union

BING HOBSON Hobson Consulting

ROBERT LOLLER (*Past Chair*) Citigroup

DAMON LOVETT First American Corporation

PRESIDENT AND CEO

LYNNE MEALY
IHRIM, Inc.

MAGAZINE EDITORIAL COMMITTEE

KAREN ERICSON
COMMITTEE CHAIR
Watson Wyatt

SUSAN E. LESZCZEWICZ
COMMITTEE CO-CHAIR
ADP NAS Implementation Services

ED COLBY Kronos Incorporated

SHERRY GREEN ADP Enterprise Sales

ALEXIA MARTIN CedarCrestone

MICHAEL MCLAUGHLIN Deloitte Consulting

DAVID MOORE Alticor, Inc.

STEVE SECORA Kerry Americas

MARK STELZNER Stelzner Consulting

STANDING COLUMN AUTHORS

DON HARRIS, HR Privacy Solutions
Private Eye

ELLIOTT WITKIN, Ultimate Software
The Back Page

REPRINTS AVAILABLE

Reprints of articles appearing in the IHRIM.link are available. Prices are quoted based on article length and number of copies ordered. For reprint pricing, contact Pat Huber, +1.512.310.9795 or phuber2@austin.rr.com.

Opinions expressed herein are not necessarily those of the editors, the IHRIM Board of Directors or the membership.