



## Up.link

*David Moore, this issue's guest editor, has more than 30 years experience in information technology and human resources managing HRIS, HR call center, computer operations and networks, and as a programmer in diverse fields ranging from process control to aerospace. He holds an M.S. degree in computer science from Northeastern University and an M.B.A. from the University of Dallas. He can be reached at david.moore@charter.net.*

One cannot open a major journal or newspaper without encountering at least one article focused on the global business world in which we live today. As Thomas Friedman says in his book, the world is truly flat. Thus, in a global world, HR is faced with myriad challenges ranging from talent management, to compensation, to global computer systems. This issue is dedicated to global solutions – whether as a small business with a few offices overseas or a multinational corporation with thousands of employees. Whether you are struggling with gathering global employee data, managing talent globally (recruitment, movement, compensation, and performance management), retention, or deploying any number of global solutions, we review what has worked for others and share their results.

We begin with “Delivering Project Excellence in a Global Setting,” which delves into the challenges of establishing a global human resources management system (HRMS). Applying the techniques of Six Sigma, Cory Scott of Corning provides insight into the processes and tribulations experienced when deploying Corning’s HRMS in eleven countries in eleven months. In this article, he shares the critical success factors that were used in order to reach their goal. He emphasizes how vital it is to have strong top level support and the importance of good project management.

Expanding on the previous article with “Seven Factors that Can Make or Break Your Global Implementation,” Peter DeVries and Jonathan Grafft of The Newman Group help us understand what it takes to implement a global talent acquisition solution. They share lessons from major clients

who have successfully implemented a global talent acquisition system. Consideration of local needs and employment regulations are key to a successful global rollout. If you are thinking of rolling out a global recruiting solution, this article is a must-read.

Next, Dawn MacKay of Halogen Software sheds light on the challenges of global data exchange using HR-XML in her article “HR-XML and the EPM Workgroup.” For those interested in the advantages of this solution over traditional “fixed field” data interchange, Dawn provides the history of HR-XML, as well as the work that has been done to create a library of schemas for use in HR transactions. Although the article singles out employee performance management and the efforts of the EPM Workgroup, you will better understand the value of HR-XML after reading this.

In this age of natural and man-made disasters, I couldn’t help but be interested in a submission by Dr. Ann Angelheart. Her article, “HR Tasks Critical to a Firm’s Disaster Recovery,” reminds us that HR has a critical role to play when disaster strikes, no matter where in the world. She provides a good checklist of key issues to keep in mind when developing your local and global disaster plans. If you don’t have a good disaster plan, taking the steps now to think about the various situations Dr. Angelheart discusses will go a long way in helping your organization continue to operate when a disaster occurs.

Global compensation management is on a lot of people’s minds today. Thomas Shelton shares insights into managing the complexities of expatri-

ate (expat) compensation in his article “Realizing the ROI of a Global Compensation Management Solution That Addresses the Needs of a Growing Expatriate Workforce.” Thomas shares findings from KPMG and Mercer regarding the challenges of expat administration and provides a best-of-breed solution that ensures data security, a flexible technology platform, and proactive client support and service.

Special thanks go to Department Editor, Lexy Martin, who assembled a great group of articles that further explore global issues and solutions. In Solutions Under 10K, Steve Secora highlights the global implementation for the Kerry Group, a mid-size organization. He explains the difference between a data warehouse and operational data stores and how to cost effectively build a global solution. For Tech Notes, Nov Omana takes the experience gained from rolling out a single instance HRMS for Principal Financial to explain the advantages over a decentralized HRMS. In the Inner Circle, Christian Foerg gives us an executive’s perspective on the implementation and value achieved through Hewlett Packard’s global rollout of its HR Helpdesk. Answering key questions regarding HR outsourcing in the column Talking With, Synco Jonkeren of SAP supplies us with insight into how HRO can be sustainable and why it is important to a global organization. Mike Smith of ADP wraps up our focus on global solutions in the Service Delivery Alignment column where he describes overcoming the dichotomy of standardization versus localization in deploying HR and Payroll in the global arena.

We hope you enjoy this issue.