

FEATURES

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7 The Technology Imperative in HR

By Ed Colby

Implementation of technology for HR service delivery will not automatically make you a strategic business partner, but it will help free up significant time for value-added activity by removing administrative burdens. Only you can decide if, how, and how quickly you move toward the goal many HR leaders have been seeking — a seat at the table. This transformation will require you to exercise an entirely new or likely long-unused set of knowledge, skills and abilities. It's not about the technology, but why, how, and when you adopt it, and where you go from there. It gets back to basics — people, process and management.

14 HRIM Evolution: Where do we go from here?

By Bill Kimbark

The HR systems cycle is typically — implementation, maintenance, upgrade — a cycle that continues to be an expensive proposition. But today's budgets are very different from those before Y2K and are not quite as buoyant. Many organizations are finding the cycle of maintenance and upgrade to be a significant strain on their financial resources and are seeking, and in many cases, finding less expensive and more efficient alternatives.

18 Real-time Decision Support: Is HR Ready?

By Greg Barnes Nelson, Jodi Barnes Nelson, Ph.D. and Jeff Wright

Real-time decision support focuses on both the process events important to operations and the business events that support strategic management. By virtue of its label, real-time means much more frequent updates of content. We think of the result as getting the most valid and reliable decision-support metrics to the right people, just in time.

25 Building a High Performance Organization

By Brian J. McIntyre

While the biggest impediment to achieving high performance is culture, lack of technology often restricts organizations from smoothly growing their workforce. Executives recognizing the need to address both will achieve the highest rates of return. Organizations that develop a model that continually invests in, engages, and grows its human capital will improve faster than its competition and satisfy its stakeholders.

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Doctor, My Memory's Failing



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