Ross School of Business at the University of Michigan

<u>Independent Study Project Report</u>

TERM   **: Winter 1997**

COURSE   **: OBHRM 750**

PROFESSOR **: Jane Dutton**

STUDENT   **: Kim Mendels**

TITLE   **: Job Seeker's Toolbox: Key Employers & Current Trends**

JOB SEEKERS' TOOLBOX

KEY EMPLOYERS
&
CURRENT TRENDS
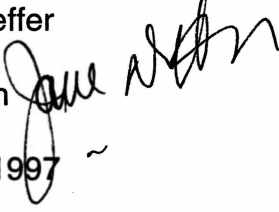
Kim Mendels

March 1997

UNIVERSITY OF MICHIGAN BUSINESS SCHOOL

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TO: Ellen Schaeffer

FROM: Jane Dutton

DATE: March 17, 1997

SUBJECT: Evaluation of Kim Mendel's 750 Project

The pupose of Kim's independent project was to conduct secondary research to accomplish 3 goals: 1) to understandand define key trends at the "cutting edge of human resource management"; 2) to identify thought leader companies and thought leader individuals who are generating new knowledge on these trends and; 3) to create a usable document for fellow MBA students, faculty and OCD that effectively communicates this information. As you can see by the attached document, Kim did a superb job on all three fronts. In particular, the project excels in the following 3 ways:

1. <u>Thoroughness</u>. It presents valuable and comprehensive data on the 6 key trends and distills down an amazing amount of useful information into a 1-page issue summary.

2. <u>Utility</u>. The document (Job Seeker's Toolbox) is very creative in its design, yet makes the data accessible and usable to the broad set of user audiences.

3. <u>Creativity</u>. Kim has effectively created a new format/model for doing environment scanning for job searches that makes maximal use of new information technology capabilities.

Grade: The project is a definite **<u>excellent</u>**. The OBHRM department plans to help Kim distribute this valuable product to other students, OCD and interested faculty.
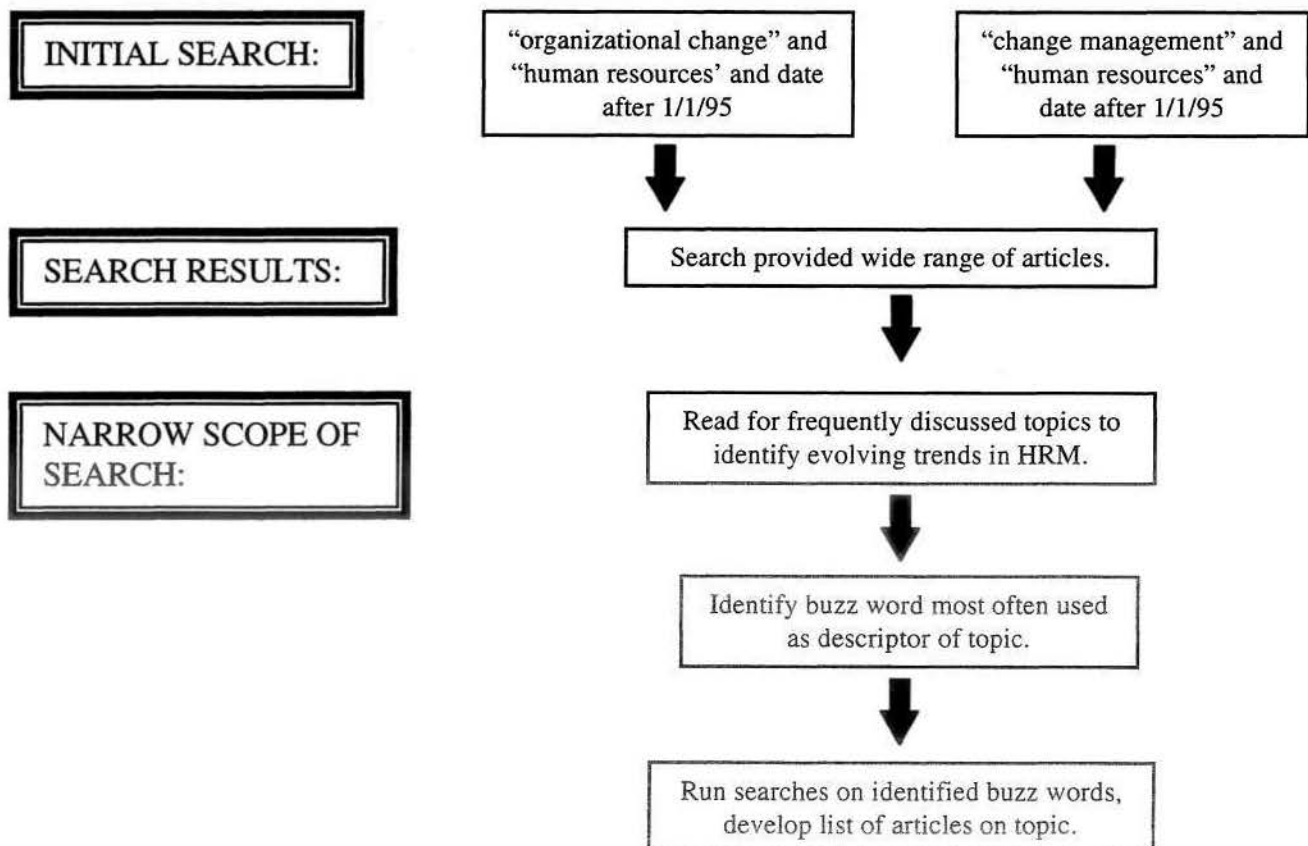
CONTENTS

Preface

This toolbook is designed help focus and direct the job search of MBA students in pursuit of a career in Human Resource Management. The toolbook is valuable in that it will lead students to obtain knowledge of the key trends and topics of discussion (buzz words) among HR executives; and point students to the companies and consulting firms that will value that knowledge. Readers will find that the identified buzz words are interrelated and build on each other. While the information included in this toolbook captures issues that are currently hot, and therefore have a limited useful life; the research flowchart is valid to identify and isolate evolving trends.

Although MBA students are the target audience for this paper, the research is also intended to inform UMBS faculty, OCD, and library staff.

The research is based on the following hypotheses: Published material provides an insight into the business issues companies are facing. Emerging trends will be repeatedly discussed. In the nature of public relations; companies and individuals who see themselves as leaders in driving emerging trends will be cited. The cited organizations employ strategic and proactive Human Resource professionals, and therefore are possible targets for University of Michigan MBAs. The identification of possible employers, and the knowledge and comprehension of hot business issues are the first steps in a successful job search.

The research was initiated by employing Lexus/Nexus, ABI/UMI, and Dow Jones Index search engines. Initial search parameters requested articles with key words "organizational change and human resources" or "change management and human resources". Next-levels of research was conducted based on trends identified in first-level research articles. The publish date was restricted to articles published after December 1, 1995. The research path is illustrated below. Often the easiest path was to combine SU terms (Appendix 2) in the ABI/UMI database to identify articles, then pull the full article from Lexus/Nexus.

INITIAL SEARCH:	"organizational change" and "human resources' and date after 1/1/95	"change management" and "human resources" and date after 1/1/95

Search provided wide range of articles.

| SEARCH RESULTS: | |

Read for frequently discussed topics to identify evolving trends in HRM.

| NARROW SCOPE OF SEARCH: | |

Identify buzz word most often used as descriptor of topic.

Run searches on identified buzz words, develop list of articles on topic.

Preface

Six trends are explored in this paper. For each trend, information is presented in the following format:

1. One page synopsis of trend defining the buzz word and discussing how the trend is affecting organizations and changing the responsibilities of HR professionals. All synopses are amalgams of information presented in cited articles.
2. Citation of best articles relating to the topic.
3. List of companies named in cited articles, and link to the articles in which the companies are mentioned.
4. List of thought leaders named in cited articles, and link to the articles in which the thought leaders are mentioned. "Thought leaders" are defined as individuals driving research on topic, or quoted as a subject expert.
5. List of consulting firms named in cited articles, and link to the articles in which the consulting firms are mentioned.
6. List of associations cited in articles.
7. Citation of books named in articles.

The Appendix contains other relevant information as well as a combined summary of the information provided for each buzz word.

Appendix 1: Path for surfing for HR consulting firms on the Web. List of HR related Internet sites.
Appendix 2: List of ABI/UMI search words - use to refine search in ABI database.
Appendix 3: Magazines that frequently publish relevant articles.
Appendix 4: Magazine journalists that repeatedly author relevant articles and associated periodical.
Appendix 5: List of all companies referenced in cited articles, and the buzz words they are cited in association with.

BUZZ WORDS: "NEW DEAL" AND "EMPLOYABILITY"

The **New Deal** refers to the expectations employers and employees can set for each other in the current business climate. Job security, stability, and continuity are no longer benefits a company can provide. According to the new deal; instead of protection, a company owes its employees opportunity: the chance to do well, to succeed, to grow in one's career. Employers have an obligation to provide their employees opportunity for self-improvement; but at the same time, employees have to take charge of their own careers. In essence, a company that embraces the new deal is saying to its employee base, "You will be employed by us as long as you add value to the organization, and you are continuously responsible for finding ways to add value. In return, you have the right to demand interesting and important work, the freedom and resources to perform it well, pay that reflects your contribution, and the experience and training needed to be employable here or elsewhere." Given these turbulent times; when layoffs come, employees will be prepared with a life preserver, self-reliance.

The commitment employers have made to their employees has been termed **employability**. Companies provide opportunities for continuous learning and skills development which lead to portable and/or transferable skills. These skills keep the employee "employable". Should the employee have to leave their present company, they should be able to do so a more capable and knowledgeable individual than they were on arrival; and thus be qualified for an equal or better job elsewhere. Studies have found that employees are feeling side-swiped by all the changes going on in corporations, but at the same time, they are energized by the greater promises the new deal can deliver.

The new deal changes the core of the employer/employee relationship. In the new deal, workers must think of themselves as entrepreneurs; their jobs as project assignments; and their relationships with their company as transitory. This leads to many questions that have yet to be answered successfully.
- Are employees given a good enough reason why they should care about being fully engaged in the company's business plan?
- How can companies engage workers beyond their paycheck?
- How do companies sustain employee commitment?
- Do the programs that lead to worker employability actually help workers adjust in times of tumult?
- Do the employees secure new equal or better paying jobs faster?

Companies need to be aware of the challenges of corporate change and transition, and offer employee management and motivation programs that acknowledge the new workplace realities. In the absence of job security, companies are developing strategies to maintain worker enthusiasm, commitment, and employability.
- Variable pay tied to the success of the company: employee profit sharing, gainsharing, stock options.
- Employee education: training incentives, lifelong learning opportunities, cross-training job assignments.
- Industrywide job banks: provide leads for downsized employees.
- Financial severance packages: generous financial and/or healthcare coverage to assist the downsized employee while in-between jobs.
- Career centers: provide ongoing resources, education and support.
- Efforts to change corporate and government laws to increase portability of pension and healthcare benefits when workers transition between employers.

BUZZ WORDS: "NEW DEAL" AND "EMPLOYABILITY"

Cite #	Article Reference:
1.	ALBRECHT, CHARLES. "Career Centers Promote Employability," *HRMagazine*. 141, no 8 (August 1996): 105-108.
2.	ANONYMOUS, "After Lifetime Employment," *Economist*. 338, no 7957 (March 1996): 20.
3.	CRANDALL, FREDRIC, & WALLACE, MARC. "Inside the Virtual Workplace - Forging a New Deal for Work and Rewards in a Radically Changed Workplace," *ACA News* (October 1996).
4.	CRANDALL, FREDRIC, & WALLACE, MARC. "New Deal for Work and Rewards Taking Shape," *ACA News* (October 1996):6-8.
5.	CURITS, JOHN. "Into The Error Free Zone," *People Management*. 2, no 5 (March 1996): 44.
6.	FISHER, ANNE. "Six Ways to Supercharge Your Career:," *Fortune*. (January 1997): 46.
7.	FRANKLIN, ANGELA. "Optimizing Employee Performance," *CMA Magazine*. 70, no 6 (July/August 1996): 6.
8.	FREEMAN, LISA LEE. "For Your Next Career Move, Look Within," *Investor's Business Daily*. (October 1996): A1.
9.	GILLEN, TERRY. "Why People Must Plan To Live," *People Management*. 2, no 3 (February 1996): 49.
10.	HAMMER, MICHAEL. "The Soul of the New Organization," *Government Executive*. 28, no 9 (September 1996): 2A-6A.
11.	HAMMONDS, KEITH, KELLY, KEVIN & THURSTON, KAREN. "The New World of Work," *BusinessWeek* no 3394 (October 1994): 76.
12.	HAMMONDS, KEITH. "The Issue is Employment, Not Employability," *Business Week*. no 3479 (June 1996): 64.
13.	HANDY, CHARLES. "Let's be citizens, not mercenaries," *Management Today*. (October 1996): 35.
14.	KAPLAN, KAREN. "Southern California Careers / Your Next Job; The Road Ahead," *Los Angeles Times*. (June 1996): D2:3.
15.	KOONCE, RICHARD. "Ensuring Your Employability," *Training & Development*. 50, no 7 (July 1996): 14.
16.	LAABS, JENNIFER. "Embrace Today's New Deal," *Personnel Journal*. 75, no 8 (August 1996): 58-66.
17.	MARSHALL, JEFFREY. "The Fading Job Security," *US Banker*. 106, no 6 (June 1996): 34-36.
18.	MCCARTHY, JOSEPH. "Society's Re-engineered Future," *Chief Executive*. no 114 (June 1996): 22-26.
19.	O'REILLY, BRIAN. "The New Deal; What Companies and Employees Owe One Another," *Fortune*. (June 1994):44.
20.	ONSTAD, KATRINA & TILLSON, TAMSEN. "Get'em While They're Hot." *Canadian Business*. 69, no 4 (April 1996): 37-55.
21.	PETZINGER, THOMAS. "Self-Organization Will Free Employees To Act Like Bosses," *The Wall Street Journal*, (January 1997): B1.
22.	QUINN, JUDY. "How Can You Motivate in an Environment Like This?," *Incentive*. 170, no 6 (June 1996):29-35.
23.	ROMANO, CATHERINE. "Interview: Warren Bennis," *Management Review*. 86; no 1 (January 1997): 54-55.
24.	SMITH, BRETT. "The Education and Employee Gap," *Automotive Production*. 107, no 7 (July 1996): 14.
25.	STEWART. THOMAS. "The Great Conundrum – You vs. The Team," *Fortune*. 143, no 10 (November 1996): 165-166.
26.	WAINWRIGHT, ARTHUR. "People-First Strategies Get Implemented," *Strategy & Leadership*. 25, no 1 (January/February 1997): 12-17.

BUZZ WORDS: "NEW DEAL" AND "EMPLOYABILITY"

CITED CONSULTING FIRMS

Consulting Firms	If Cited: Location of Boutique	Cited in article #(s)
Best Places to Work Institute	San Francisco, CA	19
Brecker & Merryman, Inc.	NY, NY	16
Caliper	Princeton, NJ	6
Center for Creative Leadership	Greensboro, NC	19
Center for Workplace Effectiveness	Chicago, IL	16
Coopers & Lybrand		17
Curtiss Group	Boca Raton, FL	14
Drake Beam Morin		1, 6, 14, 22
Forum Corp.		6
Hewitt Associates		22
Inferential Focus	NY, NY	19
MCD		9
Options, Inc.	Philadelphia, PA	14
Organization Resources Counselors	NY, NY	6
Price Pritchett	Dallas, TX	6
Price Waterhouse		25
Right Associates	Philadelphia, PA	17
Santa Fe Institute	Santa Fe, NM	21
Sibson & Co.		6, 17
Sirota & Alper, Assoc.	NY, NY	19
Towers Perrin		6, 16, 17
TRI-AD Actuaries Inc.	Escondido, CA	16
Watson Wyatt Worldwide		22
Work in America Institute	Scarsdale, NY	11

CITED ASSOCIATIONS

American Management Association
American Society of Training & Development

CITED BOOKS

Susan Bloch and Terence Bates, Employability (Kogan Page, 1996)
Frederick Reichheld, The Loyalty Effect (Harvard Business School Press, 1996)
Douglas Smith, Taking Charge of Change (Addison Wesley, 1996)
Jim Harris, Getting Employees to Fall in Love with Your Company (Amacom, 1996)

BUZZ WORD "COACH"

"Coaching" - both giving and receiving it - has become an essential part of the delayered, empowered corporation of the 1990s. Today's manager is responsible for helping their workers through powerful lessons in personal change, as well as dramatically improving the way they think and interact with others. Today's manager also must be introspective, challenging themselves to make deep and often painful changes in order to maximize their own potential. To kick start the personal development process, many companies are hiring outside professional coaches to help their top employees. Concurrently, managers are encouraged to develop their own coaching skills to further the development of their staff.

A "**business coach**" acts as a mirror helping professionals identify and achieve personal and professional goals. Business coaches are part mentor, part consultant, part motivational-speaking tutor, part hired friend. Business coaching has become a career for experienced professionals who for one reason or another have left the corporate world. Typically a coach is experienced in one of two categories of backgrounds - HR or psychology, or operations. There is no formal certification yet for a professional coach; but a certification is under development by the International Coach Federation. In addition, there are institutes and organizations that provide coaching skills to individuals wanting to be a coach.

Downsizing and flatter corporate organization charts decrease the longevity of executives with any one company - and make inter-company mentoring relationships more difficult to develop. Many of these executives have risen from technical jobs at which they excelled, into management jobs for which their "people skills" are underdeveloped. Faced with enormous pressure to perform, a lack of formal training at the executive level, and few, if any, people to confide in; executives are beginning to look at coaches as a competitive advantage to make them stronger. Being coached is becoming mainstream as society is getting over the stigma of asking for and accepting help.

Unlike mentoring which is typically a personal, long term relationship, a coaching relationship is formal relationship, set up for a specific purpose - with a plan of action that is behaviorally specific. Often a coach (external coach or senior company employee) is assigned to change the behaviors that threaten to derail a valued employee's career. It is less expensive and less risky to coach flaws out of existing managers than to fire them and hire better replacements. Although in many cases coaches are formally used to strengthen a problem employee, even the strongest performers need assistance to grow into a new position, and therefore can gain from a coach as part of their personal development.

Behavioral changes require gaining an understanding one's effect on other people - a painful process. A coach is objective; he can view situations from afar, and be a sounding board in difficult situations. Coaches speak the unspoken - unspoken success factors that can and do affect career mobility. A coach understands the subtleties of the corporate culture, and is able to translate to employees corporate ethics, norms, and core values in nonjudgmental terms that they will understand and relate to.

A professional's contact with their coach may be in person or over the phone. Contact is in the form of weekly ½ hour to one hour sessions over a 6-12 month time period. During the coaching session, the two will review the professional's accomplishments of preceding week, discuss current challenges, and set objectives for week ahead.

As a result of being coached, an employee raises her personal awareness and increases her career focus. Coaches build a natural tension between what an employee wants, and where the employee is in relation to the goal. The coach creates an environment in which employees can make clear distinctions about current reality, create options for themselves, and take action on those options because the solution was theirs.

BUZZ WORD: "COACH"

COACH ARTICLES

Cite #	Article Reference:
1.	BIVENS, BECKY. "Coaching For Results," *Journal for Quality & Participation.* 19, no 3 (June 1996): 50-53.
2.	CAUDRON, SHARI. "Hire A Coach," *Industry Week.* 249, no 19 (October 1996): 87-91.
3.	HARGROVE, ROBERT. "Masterful Coaching," *Executive Excellence.* 13, no 7 (July 1996): 18-19.
4.	KELLAWAY, LUCY. "Working Wonders: a Coach is Becoming an Important Accessory," *Financial Times.* (January 1997): 8.
5.	MCCAFFERTY, JOSEPH. "Your Own Personal Vince Lombardi," *CFO.* 12, no 11 (November 1996): 93-95.
6.	MCSHULSKIS, ELAINE. "Training the Boss," *HR Magazine.* 47, no 7 (July 1996): 20-22.
7.	SANDERS, DIANE. "Eight Things You Should Know About Business Coaching Before Contracting for Service." *Employment Relations Today.* 23, no 2 (Summer 1996): 67-75.
8.	WALDROOP, JAMES; & BUTLER, TIMOTHY. "The Executive as Coach," *Harvard Business Review.* 74, no 6 (November/December 1996): 111-117.

CITED COMPANIES

Company	Cited in article #(s)	Company	Cited in article #(s)
American Telco Inc.	2	GTE	3
AT&T	3	IBM	3
Avon Products Inc.	5	US Tobacco Company	1
Ben & Jerry's Homemade	5		

CITED THOUGHT LEADERS

Thought Leaders	Institution associated with	Cited in article #(s)
James Waldroop	Harvard	4, 8
Timothy Butler	Harvard	4, 8

BUZZ WORD: "COACH"

CITED CONSULTING FIRMS

Consulting Firms	If Cited: Location of Boutique	Cited in article #(s)
Bivens & Associates	Atlanta, GA	1
Coach University	Brandon, FL	5
Co-Development International	Saratoga, CA	2
Corporate Coaching International, LLC	Los Angeles, CA	7
GHN		4
Leadership Horizons	Carmel, Indiana	5
Personnel Decisions International Corp.	Minneapolis, MN	5
RHR International Co.		5
Skills For Life		4
Transformational Learning, Inc.		3
Waldroop Butler Associates	Boston, MA	8

CITED BOOKS

Robert Hargrove - Masterful Coaching (Pfeiffer, 1995)
James Waldroop & Timothy Butler - Discovering Your Career in Business (Addison-Wesley, 1997)
Mark Landsman - The Tao of Coaching (Harper Collins Business, 1996)
Sir John Whitmore - Coaching For Performance (Nicholas Brealey Publishing Ltd., 1992)
Robert Fritz - The Path of Least Resistance (Ballantine Books, 1989)
Peter Senge -The Fifth Discipline Field Book (Doubleday/Currency, 1990)

As a result of the "New Deal", workers have become disaffected and cynical about their employers, suddenly realizing that the once-presumed social contract between companies and workers has dissolved forever. The victims of re-engineering are not just those that have lost their jobs, but also those who have retained their jobs, but are overworked, burned out, and demoralized, trying to do more with less in the leaner "re-engineered' corporation. Rather than expecting their employers to provide for them, affected workers are taking responsibility for their lives. This instability and insecurity has led to the next wave in the evolution of management; a search for **"meaning and spirituality at work"**.

Career growth and job satisfaction aren't the ultimate goals in life for these workers, personal happiness is. The workers are searching for personal meaning and spirituality. The search for spirituality is not in religious sense; it is a search for a sense of community and the notion that the mission of their employer is more than just return on investment. Workers are striving to express their personal sense of integrity. They want to live with a consistent set of values in personal life and at work; not feel the need for fractured values that prompt them to turn off their heart and soul when they go to work.

A primary reason this trend has emerged is because the workplace has become the primary community for many people, especially those that are not scaling back the number of hours they work. Due to intensifying job demands, other communities; such as the role of extended family, civic community, and religious affiliation, have diminished in impact. Workers are looking to satisfy more of their personal needs at work.

This trend is also being driven by demographic factors. Baby Boomers are reaching a contemplative stage of life in which they are finding that materialism is not the answer; they also need to feel a sense of community and consistency in their lives. Also, there is evidence that young workers may be less willing to live in a work centered existence than their parents were.

Organizational factors, such as the recent boom of downsizing and the growth in dual-income and single-parent households coupled with a 90's shift in values has put personal and family pursuits above employer loyalty for many workers. Companies are finding that workers are willing to trade promotions and increased compensation for fewer hours of work.

Workers demanding shorter hours and more personal time are being called **downshifters**. Studies find that downshifters are more likely to be workers in professional, managerial, and white-collar jobs than blue-collar jobs. Downshifters have not been laid off or forced out of their jobs, they are not ready for retirement, they are not taking time off to raise babies, rather, they are employees who are opting to downshift their careers. Downshifting can be interpreted as the next level beyond work-life balancing. It requires that companies be even more creative in their concept of what jobs are - and the time it takes to do them - and what it means to integrate business needs with employee motivation, talent and the pursuit of happiness. Employers are now trying to find ways to accommodate employees' outside lives. Employers are having to alleviate their workers feelings of life imbalance - a dissatisfied sense that one's life is out of synch with work, personal and family priorities.

Companies are motivated to help their employees find the sense of meaning they desire. Helping employees balance work with the rest of their lives makes for better morale, increased loyalty, lower turnover, and happier customers. In addition, many companies are feeling pressure to compensate workers for more demanding, but less secure, jobs.

BUZZ WORDS: "MEANING AT WORK" AND "DOWNSHIFTING"

"MEANING AT WORK" AND "DOWNSHIFTING" ARTICLES

Cite #	Article Reference:
1.	ANONYMOUS. "Overworked Americans Start to Downshift," *The Plain Dealer.* (September 1996): 1C.
2.	CAUDRON, SHARI. "Downshifting Yourself," *Industry Week.* (May 1996): 126.
3.	COSTELLO, MARTINE. "Dealing With Downshifters," *Working Woman.* 20, no 12 (December 1995): 19.
4.	CUSHMAN, JENNIFER. "Many Opting to 'Downshift' Working Lives," *Tuscan Citizen.* (December 1995): S1.
5.	KADABA, LINI. "Family 1st, Job 2nd." *Chicago Tribune.* (January 1996): 7.
6.	KASER, TOM. "Many Islanders Dropping Out of Rat Race," *Honolulu Advertiser.* (September 1996): B1.
7.	LAABS, JENNIFER. "Downshifters: Workers Are Scaling Back. Are You Ready?," *Personnel Journal.* 75, no 3 (March 1996): 62.
8.	LUSCOMBE, NELSON. "Management is a People Business," *CA Magazine.* 129, no 9 (November 1996): 3.
9.	MOTAVALLI, JIM. "Enough! Dissatisfaction With the Consumer Culture," *E.* 7, no 2 (March 1996): 28.
10.	PALOMO, JUAN. "Employers recognizing Worker's Inner Needs," *Austin American-Statesman.* (August 1996): F-3.
11.	RIFKIN, GLENN. "Finding Meaning at Work," *Strategy & Business.* no 5 (Fourth Quarter 1996): 15.
12.	SHELLENBARGER, SUE. "All Work and No Play Can Make Jack a Dull Manager," *The Wall Street Journal.* (January 1996): B1.
13.	STAFFORD, DIANE. "Changing To A Slower Job Lane: Many Are Opting For Simpler Lives, Leaving Stressful Jobs Behind," *The Kansas City Star.* (May 1996): F1.
14.	WELDON, MICHELE. "The Power of Purpose, Mining More Meaning at Work," *Chicago Tribune.* (January 1997):7.
15.	ZACHARY, G. PASCAL. "The New Search for Meaning in 'Meaningless' Work," *The Wall Street Journal.* (January 1997):B1.

CITED COMPANIES

Company	Cited in article #(s)	Company	Cited in article #(s)
Advanced Micro Devices	10	Lotus Development Corp.	15
Apple Computers	10	Morningstar	7
Body Shop	11	Motorola	10
Campbell Soup Company	7	Silicon Graphics	2, 7, 15
Dow Corning	11	Southwest Airlines	11
DuPont	2, 5	Sprint	14
Esprit	11	State of Michigan	14
First Tennessee Bank	7	Tom's of Maine	11
Hewlett Packard	1	US Department of Energy	14
IBM	14	Web Industries	15
Lincoln National Corporation	7		

BUZZ WORDS: "MEANING AT WORK" AND "DOWNSHIFTING"

CITED THOUGHT LEADERS

Thought Leaders	Institution associated with	Cited in article #(s)
David Lewin	UCLA	11
Jay Conger	USC	11
Judith Neal	University of New Haven, CT	14, 15
Juliet Schorr	Harvard University	1, 9
Krista Kurth	University of Maryland	10
Lee Bolman	University of Missouri	15
Paul Ray	Fetzer Institute and Institute of Noetics Sciences	11

CITED CONSULTING FIRMS

Consulting Firms	If Cited: Location of Boutique	Cited in article #(s)
Andersen Consulting		1
Barbara Glanz Communications Inc.	Western Springs, IL	14
Booz-Allen & Hamilton		1
Catalyst	NY, NY	3
Coopers & Lybrand		8
Ernst & Young		1, 8
Fetzer Institute	Kalamazoo, MI	11
Hewitt & Associates		7, 15
Institute for the Future	Menlo Park, CA	7
Livelihood	Santa Fe, NM	14
Managing Work & Family	Evanston, IL	12
MC Associates - of Manchester Partners Intl.	Philadelphia, PA	12
Merck Family Fund		1, 4, 5, 9
Right Associates		12
Robert Half International		1
Trends Research Institute	Rhinebeck, NY	7, 13
Work Ethic Corp.	Austin, TX	14
Work/Family Directions - Rodgers & Associates	Boston	3, 5, 12

CITED BOOKS

Kate Ludeman & Gay Hendricks - The Corporate Mystic: A Guidebook for Visionaries With Their Feet on the Ground (Bantam, 1996)
Jack Canfield, Mark Victor Hansen, Maida Rogerson, Martin Rutte, & Tim Clauss - Chicken Soup for the Soul At Work (Health Communications, 1996)
Barbara Glanz - Dozens of Little Things You Can Do To Regenerate Spirit at Work (McGraw-Hill, 1996)
Joe Dominguez and Vicki Robin - Your Money or Your Life (Viking Penguin, 1992)

BUZZ WORDS: "SHARED SERVICE CENTERS (SSC)", "SHARED SERVICES", AND "INSOURCING"

The pendulum in American businesses has repeatedly swung between centralization and decentralization. The latest phase of decentralization has created virtually autonomous fiefdoms providing the same staff-support services for different departments within the same organization. This duplication of effort led to enormous waste by creating redundancies and inconsistencies in manpower, computer applications, technology, facilities and contracts. Organizations are finding an answer by building "**Shared Service Centers (SSC)**" also called "**internal outsourcing**".

Shared Services Centers are making headway in forward-thinking organizations that see the consolidation of procedural and administrative tasks as a way to transform functional departments into strategic business partners. The consolidation of departments performing like functions takes advantage of best practices from throughout the company, specialist expertise, and state of the art technology to achieve optimum service delivery. SSC take routine, transaction-based activities that are dispersed throughout the organization, and consolidate them into one entity. Because of the large capital outlay necessary to construct a SSC, candidates are often large, multidivisional conglomerates looking for ways to reduce their SG&A and COGS expenses - the two lines on the balance sheet where staff-support costs show up. Staff functions rolled into SSC regularly include HR, Information Services, finance, and law. HR services provided by a SSC are centered primarily around maintenance of employee personal information, compensation and benefits. SSC are perceived and managed as a third-party vendor; with its own location, budget, and accountability for efficient operations. A fee for these services is charged back to the internal customer at the actual cost of the service provided.

SSC give the HR functions involved a bottom-line impact on the company. A SSC assures its customers that it exists to help them save money, not just process transactions. As a third-party vendor would, a SSC tailors its service options to the needs of their customers, delivering its services at a cost that customers are willing and able to pay. This arrangement puts involved functions at risk because if the SSC cannot meet the needs of the customer, the customer is in many cases free to buy needed services from an outside vendor.

With the advent of SSC, comes a decrease in the face-to-face service HR traditionally provided. In its place, HR is providing a service of greater value; improved customer service. SSC are growing in popularity at a time when individuals are becoming more accustomed to serving themselves. Employee self service takes HR out of transaction business, and puts information into the hands of the employee. The centers are highly automated taking advantage of technology; telecommunications: IVR (interactive voice response systems), and online computer systems: e-mail, online forms and scripts, and Intranet (part of the organization's Internet site accessible only to employees). Central workstations and kiosks are set up in organizations where employees do not have access to personal computers. This automation allows HR to be responsive and strategic. Automated services include; employee benefit enrollment information, employee personal data, review processing, payroll processing, job requisitions, and application and resume tracking. Automating these services allows employees to update information themselves, instantly, and avoid filling out complicated forms. The automation in SSC provides answers to employees in seconds on inquires that manually would have taken much longer. Most important, SSC automation allows employees to access the center from remote sites. This is valuable because many of an employee's decisions about HR matters are made at home in consultation with a spouse or partner.

SSC must view themselves as customer driven enterprises. The leader's compensation as well as the compensation of SSC employees should be tied to customer satisfaction and cost reduction - this forces staff to be customer focused. As a result, HR starts talking in terms of 'reliability, availability, unit costs' and has pressure to derive ways to drive down each 'unit' of service.

BUZZ WORDS: "SHARED SERVICE CENTERS (SSC)", "SHARED SERVICES", AND "INSOURCING"

"INSOURCING" / "SHARED SERVICE CENTERS" ARTICLES

Cite #	Article Reference:
1.	BOHL, DON; SLOCUM, JOHN; LUTHANS, FRED; & HODGETTS, RICHARD. "Ideas That Will Shape the Future of Management Practice," *Organizational Dynamics*. 25, no 1 (Summer 1996): 6-14.
2.	CONNELL, REGINA. "Corporate Strategies: Learning to Share," *Journal of Business Strategy*. 17, no 2 (March/April 1996): 55-58.
3.	FORST, LELAND. "The Consultant's Perspective" *Health Care Strategic Management*. 13, no 3 (March 1996).
4.	GEORGE, MICHAEL. "Automating Employee Self-Service Through Intranets," *Employment Relations Today*. 23, no 3 (September 1996): 7.
5.	HIRSCHFIELD, REBECCA. "Shared Services Save Big Money," *Datamation*. 42, no 15 (September 1996): 76-80.
6.	HIRSCHFIELD, REBECCA; & KEITH, DONNA. "The Benefits of Sharing," *HR Focus*. 73, no 9 (September 1996): 15-16.
7.	MCWILLIAMS, BRIAN. "Have Your Considered Insourcing?" *Across the Board*. 33, no 10 (November/December 1996): 31-34.
8.	MCWILLIAMS, BRIAN. "Shared Services, Shared Pain," *Computerworld*. 30, no 33 (August 1996): 74-75.
9.	SCHMIDT, JEFFREY. "Breaking Down Fiefdoms; Corporations Are Sharing Services to Lower Costs," *Management Review*. 86, no 1 (January 1997): 45.
10.	STEWART, ROBERT. "A Prescription for Enhancing Productivity at Bristol-Myers Squibb," *National Productivity Review*. 15, no 3 (June 1996): 83.
11.	TYSON, BERNARD. "Kaiser's HR Services Get A Shot In The Arm." *Personnel Journal*. 75, no 9 (September 1996): 87-90.

CITED COMPANIES

Company	Cited in article #(s)	Company	Cited in article #(s)
Allied Signal	2, 7, 8	IBM	2
American Express	9	Johnson & Johnson	5, 9, 11
Amoco	2, 5, 6, 7, 8, 9	Kaiser Permanente	3, 11
Baxter Healthcare	2, 7, 9	Lockheed	9
Bristol-Myers Squibb	10	Mobil	9
Dow Corning	11	Monsanto	7, 8, 11
Dunn & Bradstreet	9	Motorola	9
Eastman Kodak	8	NatWest	5, 6
General Electric	2, 9	Rhone Poulenc	8
Hewlett Packard	9	Tenneco	7, 8, 9
Household International	9		

BUZZ WORDS: "SHARED SERVICE CENTERS (SSC)", "SHARED SERVICES", AND "INSOURCING"

CITED CONSULTING FIRMS

Consulting Firms	If Cited: Location of Boutique	Cited in article #(s)
Arthur Andersen		7, 8
AT Kearney		7, 8
InterLynx Technology Corporation	Boston, MA	4
PHH Fantus Consulting		2
Saratoga Institute		11
The Amherst Group Limited	Greenwich, CT	3, 7, 8, 11
The Hunter Group	Baltimore	5, 6
Towers Perrin		9

CITED ASSOCIATIONS

Employment Management Association
American Society for Training & Development

BUZZ WORDS: "VIRTUAL WORKPLACE" AND "VIRTUAL WORKERS / EMPLOYEES"

Studies predict that the ranks of those with alternative office arrangements will grow by 10% or more every year during the remainder of the decade. With an estimated 8 to 9 million workers already participating in this transformation in one way or another, HR professionals need to be prepared to innovate and support the virtual office. A "**virtual worker**" is defined as a professional who does not perform the majority of their job in a physical office building. Often they are working from home or the road, and are supported by technological connections that keep them in contact with others in their organization. In a virtual workplace, workers have control over when and where to do work, and how to get it done.

The virtual office overturns our traditional assumptions about work. It not only changes where and when people work, but also, the nature of work itself. Inflexible 9-to-5 hours don't lend themselves to the new workplace demographics.

Communication is the glue that holds the virtual office together. Managers of virtual employees must address the risk that employees will feel isolated, and suffer from the lack of a support network. To combat the risks, companies are employing diverse methods to create alternate support systems. The loss of spontaneity of communication is being replaced with structure - regularly scheduled phone and face-to-face meetings, and e-mail contact throughout the day between the manager and her team. To foster team dynamics, organizations are holding more team retreats and team meetings. To replace the social benefits of being in an office, companies are organizing local remote workers' social clubs for all employees in a given geographic area. Organizations are promoting conversations among employees throughout the whole company by using electronic bulletin boards or chat rooms.

The most significant adjustments will be made in the way organizations design responsibilities and measure performance. Companies need to develop written guidelines, training, and networks to help managers through the transition to the virtual workplace - and manage day-to-day issues. Telecommuting arrangements don't allow managers to directly observe employees at work, managers are forced to abandon the notion that productivity lies in management's ability to observe and monitor tasks. Instead, it places the emphasis squarely where it belongs; on results and measurement.

To enable their organizations to successfully employ virtual workers, HR is tasked with figuring out how to compensate and reward employees in a manner that extends beyond the boundaries of official work time and space. To support the virtual workplace HR professionals must determine which jobs and employees are best suited to a virtual workplace, effectively orient new hires in this arrangement, ensure employee productivity, and tend to the employee's needs for attention and feedback. When an employee is a virtual worker, in certain aspects they become invisible. HR professionals need to be sensitive to how this affects the career mobility of the virtual employees, and plan paths for career development.

Ground rules need to be defined or the employee risks the expectation of 24-hour a day accessibility. Technology can be used to help people downshift - they give people more options about when and where to work. But, technology can and does create problems; because people can work anywhere, they are working everywhere. Worse: often they are expected to work everywhere.

In the physical offices that remain, companies are building environments that better reflect the way work is done by teams and with customers. The layout provides less assigned office and cubicle space, and extended meeting space employing a concept referred to as "**hoteling**" - companies allow employees to reserve cubicles, conference rooms and offices in the office building as they need it, sharing the space with other employees who telecommute.

BUZZ WORDS: "VIRTUAL WORKPLACE" AND "VIRTUAL WORKERS / EMPLOYEES"

"VIRTUAL WORKPLACE" AND "VIRTUAL WORKERS / EMPLOYEES" ARTICLES

1.	ANONYMOUS. "AT&T Trains Managers to supervise Telecommuters," *American Management Association - Getting Results....For the Hands-On Manager.* (January 1997): 1-2.
2.	ANONYMOUS. "Virtually On Their Own, Remote Workers Need to Know Boundaries," *InformationWeek.* (June 1996): 112.
3.	CRANDALL, MARC; & WALLACE, FRED. "Inside the Virtual Workplace," *ACA News,* (October 1996)
4.	DEMARCO, ANTHONY. "The Virtual Workplace Needs New Leadership," *Facilities Design & Management.* 15, no 6 (June 1996): 25.
5.	DEVITO, MICHAEL. "Blueprint for Office 2000: The Adventure Continues....," *Managing Office Technology.* 41, no 12 (December 1996): 16-21.
6.	ETTORRE, BARBARA. "2020: What's the World Coming To?," *Management Review.* 85, no 9 (September 1996): 33-37.
7.	FITZER, MARY MOLINA. "Managing From Afar: Performance and Rewards in a Telecommuting Environment," *Compensation & Benefits Review.* 29, no 1 (January/February 1997): 65-73.
8.	HEQUET, MARC. "Virtually Working: Dispatches From the Home Front; Telecommuting," *Training.* 33, no 8 (August 1996): 28.
9.	MALONE, THOMAS; MORTON, MICHAEL; & HALPERIN, ROBERT RUSSMAN. "Organizing For the 21st Century," *Strategy & Leadership,* 24, no 4 (July/August 1996): 6-10.
10.	OCONNELL, SANDRA. "The Virtual Workplace Moves at Warp Speed," *HRMagazine.* 41, no 3 (March 1996): 50-53.
11.	PAPE, WILLIAM. "Hire Power," *Inc.* 18, no 17 (Inc. Technology Supplement)(1996): 23-24.
12.	PEAK, MARTHA. "An Era of Wrenching Corporate Change," *Management Review.* 85, no 7 (July 1996): 45.
13.	SHEPCARO, ERIC. "The Flexible Office," *Communications News.* 33, no 12 (December 1996): 24-26.
14.	VERESPEJ, MICHAEL. "Welcome to the New Workspace," *Industry Week.* (April 1996): 24.

CITED COMPANIES

Company	Cited in article #(s)	Company	Cited in article #(s)
3Com	14	IBM	10, 13, 14
Aetna Life & Casualty	14	ITT Hartford Group Inc.	8
Alcoa	14	Lotus Development	10
American Express	8, 13, 14	Lucent Technologies	14
Arizona Public Service Co.	8	MCI Telecommunications	14
AT&T	1, 8	Microsoft	13
Champion International	8	NYNEX Corp.	8
Cisco Systems	8	Pacific Bell	8, 13
City of Los Angeles	13	Steelcase	14
Federal Government	11	Sun Microsystems	14
Hayworth	14	United Airlines	14
Herman Miller	14	VeriFone	11
Hewlett Packard	8, 10		

BUZZ WORDS: "VIRTUAL WORKPLACE" AND "VIRTUAL WORKERS / EMPLOYEES"

CITED THOUGHT LEADERS

Thought Leaders	Institution associated with	Cited in article #(s)
Thomas Malone	MIT - "Inventing the Organizations of the 21st Century"	9
Michael Morton	MIT - "Inventing the Organizations of the 21st Century"	9
Robert Halperin	MIT - "Inventing the Organizations of the 21st Century"	9

CITED CONSULTING FIRMS

Consulting Firms	If Cited: Location of Boutique	Cited in article #(s)
Alternative Work Environments	Conshohocken, PA	4
Andersen Consulting		10
Center For Workforce Effectiveness	Northbrook, IL	3, 7
Flex-It	Southington, CT	14
Gil Gordon Associates	Princeton, NJ	14
Harrisons Associates	Wayne, PA	4
Institute For The Future	Menlo Park, CA	6
MMF Consulting Services	West Springfield, MA	7
PresentFutures Group	Falls Church, VA	14
Price Waterhouse		13
Triad Solutions	Herndon, VA	2
Virtual Resources	West Chester, PA	4

CITED ASSOCIATIONS

International Foundation of Employee Benefit Plans
American Management Association

CITED BOOKS

J.C. Collins & J.I. Porras; Build To Last
June Langhoff; The Telecommuter's Advisor
Jeffrey Hallet; Worklife Visions
Ray Grenier & George Metes Going Virtual (Prentice Hall, 1995)

BUZZ WORD "INTRANET"

The Internet and the Web are making virtual HR applications not only possible, but economically viable through the use of **"Intranet"** technology. An Intranet is a private Internet behind a company firewall. A **firewall** is sophisticated security hardware and software programs designed to keep data out of unwanted hands. By using password protections and encoding all transactions, a firewall blocks non-employee Internet users from accessing information on internal company Webs. Intranets are increasingly replacing or complementing more traditional corporate networks - they can provide just-in-time information, it is easy to make changes, and it is easy to customize information on the Intranet for different audiences. This technology satisfies employees' desire for a service that is easy, visual, and gives them a response as they make decisions. Another benefit is that Intranet applications are self-service; employees can serve themselves from anywhere, at any time - at their convenience. As workforces become more computer-literate, they are viewing online systems as a natural way to communicate. With the spread of Internet and Web browser capabilities, the costs to develop and implement an HR application fall thus making the tools viable for companies of all sizes. Due to the rapid expansion of networking, it is estimated that HR will witness an explosion of virtual HR technology.

HR is an excellent starting place for a nascent Intranet because it is the logical center for employee communication. The Intranet technology platform is an efficient way to publish information that employees need to access easily and quickly - information that must always be in its most current version. By installing kiosks or workstations in environments where employees do not have access to desktop or laptop computers, organizations are making the Intranet accessible to all employees. It has been found that Intranets boost productivity, enhance morale, and give employees a high-speed way to share sudden brainstorms and other communications. The Intranet forces companies to let go of hierarchical politics - all employees have the potential to publish through the Intranet, there is no way to hide.

Benefits programs are often the driving force in the development of a virtual HR system on the company Intranet because of constant status changes and the high level of transactions necessary. Other drivers are (1) globalization - in spreading operations and people across countries, companies must deal with cultural differences. Communications must be understood by all the people in the context of their cultural background and colloquialisms. (2) Increased competition - which forces companies and HR functions to be more responsive to customers, while at the same time cut operating expenses. (3) Generation-X employees (those born 1965-1975) - who grew up on computers are now reaching middle and upper management, and are in decision making positions enabling them to implement high technology solutions.

The HR Homepage on the Intranet keeps employees updated on policies and procedures, provides them with contacts in HR and gives employees power - to handle their benefits, check their company stock, change their addresses, basically to tend to all the trivialities HR used to do. Despite all attempts at empowerment, the use of paper transactions forces employees to wade through managerial layers for what accounts to permission slips. Intranets push employees past these boundaries. Employee communications also become easy and instantaneous. Handbooks, directories, and videos are placed on the net as is general information, job openings, lists of training and development classes, and anything new or exciting. Many pages are interactive allowing for employee feedback and interaction.

BUZZ WORD "INTRANET"

"INTRANET" ARTICLES

Cite #	Article Reference:
1.	ANONYMOUS. "Intranet Comes of Age as the Extranet Makes Debut," *Computing Canada.* 22, no 17 (August 1996): 35.
2.	COLEMAN, DAVID. "Managing Health Benefits: The Birth of the On-Line Age," *Business & Health.* 15, no 1 (January 1997): 30-38.
3.	FINNEY, MARTHA. "Harness the Power Within," *HRMagazine.* 42, no 1 (January 1997): 66-74.
4.	FLYNN, GILLIAN. "Cisco Turns the Internet Inside and Out," *Personnel Journal.* 75, no 10 (October 1996): 28.
5.	FRAZEE, VALERIE. "Go Paperless One Sheet at a Time," *Personnel Journal.* 75, no 11 (November 1996): 68.
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7.	OCONNELL, SANDRA. "Virtual HR an Economic Reality," *HRMagazine.* 41, no 3 (March 1996): 37-40.
8.	STEVENS, LARRY. "The Intranet: Your Newest Training Tool?," *Personnel Journal.* 75, no 7 (July 1996): 26.

CITED COMPANIES

Company	Cited in article #(s)	Company	Cited in article #(s)
Apple	3, 6	Hewlett Packard	6, 7
AT&T	3, 6	Hoechst, Celanese Corp.	6
Baxter Health Care	7	Host Marriott	5
BellSouth Cellular	3	Merck	7
Chevron	6	Northwest Airlines	2
Cisco Systems	4, 6	Oracle	7
Dell Computer	2	PeopleSoft	5
Dun & Bradstreet	6	Donnelley & Sons	2
Edison International	2	Sears	7
Florida Power & Light	7	Silicon Graphics	3, 8
Ford	6	Texaco	6
GE	6	Xerox	2, 8
GTE	2		

BUZZ WORD "INTRANET"

CITED CONSULTING FIRMS

Consulting Firms	If Cited: Location of Boutique	Cited in article #(s)
AccuFacts	Boston, MA	5
ASA Communications	NY, NY	3
Cognitive Communications	Stamford, CT	3
Employease, Inc.	Williamstown, MA	5
Employers Resource Corp.	Norwalk, CT	5
Towers Perrin		8
Triad Solutions	Herndon, VA	7
Watson Wyatt Worldwide		7
William M. Mercer		2

CITED ASSOCIATIONS

Information Technology Association of America
American Management Association

Appendix 1:

HR RELATED INTERNET SITES

Proactive HR professionals are seizing technology for their benefit; sharing and exchanging HR information through the Internet and other electronic services. The Internet offers the HR professional a large and growing set of resources for research, news, recruitment and networking with people and organizations. Listed below are some Internet sites related to the HR field.

A great starting point for surfing the Web, (especially when you don't know exactly what you are looking for) is through one of the popular search engines.	
Search Engine	**URL**
Alta Vista	http://www.digital.com
Excite	http://www.excite.com
Infoseek	http://www.inforseek.com
Lycos	http://www.lycos.com
Webcrawler	http://www.webcrawler.com
Yahoo	http://www.yahoo.com

CONSULTING FIRMS ON THE WEB

Any of the above search engines will lead you to HR consulting firms that have web sites. I recommend starting with Yahoo, it provides an easy path that is comprehensive. Try the following flow path once in Yahoo:

Appendix 1:

HR RELATED INTERNET SITES

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Search Engine	**URL**
Alta Vista	http://www.digital.com
Excite	http://www.excite.com
Infoseek	http://www.inforseek.com
Lycos	http://www.lycos.com
Webcrawler	http://www.webcrawler.com
Yahoo	http://www.yahoo.com

CONSULTING FIRMS ON THE WEB

Any of the above search engines will lead you to HR consulting firms that have web sites. I recommend starting with Yahoo, it provides an easy path that is comprehensive. Try the following flow path once in Yahoo:

```
                    BUSINESS
                       ↓
                   COMPANIES
                       ↓
                   CONSULTING
                   ↓         ↓
        HUMAN RESOURCES      MANAGEMENT
              ↓                  ↓
        (choose among)     (choose among)
        DIVERSITY          CHANGE MANAGEMENT
        EMPLOYEE BENEFITS   LEADERSHIP
        LEADERSHIP          DEVELOPMENT
        DEVELOPMENT         ORGANIZATIONAL
        WORKPLACE SAFETY    DEVELOPMENT
                            TEAM BUILDING
```

Appendix 1:

<table>
<tr><td colspan="3" align="center">HR RELATED INTERNET SITES</td></tr>
</table>

<table>
<tr><td colspan="3" align="center">GENERAL HR INFORMATION</td></tr>
<tr>
<th>Site Name:</th>
<th>Site URL:</th>
<th>Site Description:</th>
</tr>
<tr>
<td>Cool HR Things You Can Do on the Internet</td>
<td>http://bcf.usc.edu/~tgaase/ speech/speech.html</td>
<td>Adapted from a presentation by a USC HR professional, this site explains the features of various types of Internet transactions/locations, including email, listserv, gopher, FTP, newsgroups and WWW pages.</td>
</tr>
<tr>
<td>Guide to Human Resource Information on the Internet</td>
<td>http://www.ualberta.ca/ slis/ guides/human res/ homepage.htm</td>
<td>Although "designed for students, human resource professionals may find it useful as well," says this Web site's introduction. Sponsored by the University of Alberta in Edmonton, it lists information sources by subject (Benefits; Recruiting and Employee Relations; Globalization; Human Resources; etc.)</td>
</tr>
<tr>
<td>HR Cyberspace</td>
<td>http://www.shrm.org/ cyberspace/top20.html</td>
<td>This site is a monthly column of Human Resource magazine, which is published by the Society for Human Resources Management. The column reviews sites associated with human resources, employee benefit plans and training.</td>
</tr>
<tr>
<td>HR Management Resources on the Internet</td>
<td>http://www.nbs.ntu.ac.uk/staff/lyerj/hrm_link.htm</td>
<td>Developed by the Nottingham Business School, this site provides links for general HR and specific subjects, as well as links for HR publications, mailing lists, consultants and recruitment services.</td>
</tr>
<tr>
<td>HR Professional's Gateway to the Internet</td>
<td>http://www.teleport.com/== erwilson</td>
<td>This site offers more than 60 links to HR-related home pages. It is well organized and easy for a Web beginner to get around. Hint: You can start here to link to several other HR sites.</td>
</tr>
<tr>
<td>HRCOMM, the Human Resource Community Network</td>
<td>http://www.ccnet.com/ hrcomm/</td>
<td>This is a private, but free, on-line network that includes job listings, a worldwide directory of compensation and benefits briefings, "chat" rooms and more.</td>
</tr>
<tr>
<td>HTML Document for World Wide Web</td>
<td>http://www.tcel.com/ advanceg/hrlinks.htm</td>
<td>This site, though not the most scintillating of Web-page names, is a treasure trove of some 20 HR-related Internet sites. It includes links that allow you to switch directly over to a site you're interested in, such as the home page of the Bureau of Labor Statistics.</td>
</tr>
<tr>
<td>Human Resources Basics</td>
<td>http://home.navisoft.com/ hrmbasics/index.htm</td>
<td>Information and links on the basics of HR management. Categories include general HR management, compensation and benefits, diversity, job analysis, organizational development, performance management, recruiting and training.</td>
</tr>
<tr>
<td>Human Resources Headquarters</td>
<td>(http://www.hrhq.com)</td>
<td>This site is a good source for reference materials. Bulletin boards offer discussions on current HR topics and trends.</td>
</tr>
<tr>
<td>OB and HRM Resources from J McNeil</td>
<td>http://jmcneil.sba.muohio.edu/OB -HRM.html</td>
<td>A wide-ranging list of HR and organizational behavioral links, including government sites, union/labor resources and sites concerning the ADA, equal opportunity, benefits, compensation, safety, legal issues and resources, training, etc.</td>
</tr>
<tr>
<td>The Internet and HR: An Introduction</td>
<td>http://www.wp.com/ mike-shelley/</td>
<td>This page describes the basics of getting on-line, including hardware requirements and Internet access providers. It provides some background on the nature of the Internet and the WWW, as well as a short list of HR links.</td>
</tr>
<tr>
<td>The Virtual Office</td>
<td>http://www.idirect.com./ hroffice</td>
<td>Ernst & Young's expansive on-line HR center includes chat rooms, bulletin boards, news articles, career management tips and Internet links.</td>
</tr>
</table>

Appendix 1:

SPECIFIC HR SUBJECTS		
Site Name:	**Site URL:**	**Site Description:**
BenefitLink	http://www.magicnet.net/ benefits/	This site is a repository of information on employee benefits plans: including articles, government publications, information on laws and discussion groups.
Coach University	www.coachu.com	Site for Coach University: a Brandon, FL professional instructional institution for business coaches.
Employee Relations Web Picks: Human Resource Links	http://www.webcom.com/-garnet/labor/misc.html	This site offers links to legal information, resources, list serves and newsletters. The Employee Relations Web Picks site is rated in the top 5 percent of Web sites by Point/Lycos, a popular Web search engine. HR Magazine rates this site as one of 20 necessary resources for HR professionals.
FEDNet	http:www.fed.org/fed/	The Foundation for Enterprise Development's home page focuses on employee ownership and equity sharing issues. It offers articles, successful case studies and other business resources related to this subject.
International Foundation of Employee Benefits Plans	http://www.ifebp.org.	This nonprofit organization lists seminars, publications and survey information on its Web page.
Office of the American Workplace's Best Practices Clearinghouse	http://www.saic.com/fed/ uscompanies/labor	A large collection of case studies of companies with best HR practices.
School of Industrial and Labor Relations	http:www.ilr.cornell.edu/	Provides information about the School of Industrial and Labor Relations at Cornell University and its library, and offers information on all aspects of employer-employee relations and workplace issues. Also contains HR news and extensive research links to libraries, databases and archives.
Technology, HR & Communications Home Page	http://www.inforamp.net/ ~bcroft/	This site focuses on the intersection of HR and technology. Contains pages concerning virtual reality, interactive voice response, videoconferencing and groupware.
Telecommuting, Teleworking, and Alternative Officing	http://www.gilgordon.com/	A clearinghouse for information on telecommuting and flexible hours. Links to related sites, frequently asked questions, equipment providers and computer linking via the Internet.
Training & Development Homepage	http://www.tcm.com/trdev/	Features a job mart, business showcase, WWW training links, frequently asked questions and training and development listserv links.
Training.Net	http:/trainingnet.com	Among other resources, this site has an online discussion forum on sexual harassment in the workplace moderated by trial attorneys and other legal experts.
University of California's Bencom	http://www/ucop.edu/bencom/	The benefits information source for employees of the U of CA is an example of the kinds of on-line services an HR department can provide for its employees. It provides detailed information on medical benefits, pension funds, life insurance policies, etc., and allows employees to change their benefits by filling out on-line forms.

Appendix 1:

HR RELATED INTERNET SITES

HUMAN RESOURCE ASSOCIATIONS

Site Name:	Site URL:	Site Description:
The AFL-CIO's Labor Web	http://www.aflcio.org/	Union news, issue papers, press releases, links to other labor sites.
American Management Association	http://www.tregistry.com/ttr/ama.htm	AMA's home page describes the organization, its membership benefits and various seminars and training programs. It includes a topical index of AMA publications and a toll-free number for ordering.
Association for Human Resources Management	http://www.ahrm.org	This site has links to 16 human resources associations.
International Coach Federation	www.coachfederation.org.com	On-line network of professional coaches.
Society for Human Resource Management	http://www.shrm.org/	Use this site to search SHRM's periodical database: access its e-mail directory to locate a fellow HR professional or peruse its list of upcoming SHRM seminars and events. This location has several useful links to various topics of interest including career planning, employee benefits, legal issues, recruitment, and training and development.
The Workflow and Reengineering International Association	http://vvv.com/waria/	WARIA's web page includes an article database, book and conference information, and links to related web sites.

GOVERNMENT / POLICY

Site Name:	Site URL:	Site Description:
The Americans with Disabilities Act Document Center	http://janweb.icdi.wvu.edu/kinder/	A useful home page from the National Institute on Disability and Rehabilitation Research: offers access to many ADA documents, an overview of the AFA, and links to all kinds of related web sites.
FedWorld	http://www.fedworold.gov/	Designed to provide one-stop shopping for government information, this site either connects you to or explains how to access more than 130 government sites and dial-up bulletin boards, many of which are not available via the Internet.
Occupational Safety and Health Resources	http://turva.me.tut.fi/~tuusital/oshlinks.html	A set of links to various OSHA-related sites: government pages, university resources and web sites for specific aspects of OSHA, including ergonomics, fire safety, and human-computer interaction.
US Department of Labor	http://www.dol.gov/	The DOL's web page features a job bank, labor statistics, DOL press releases, grant and contract information and more.

Appendix 1:

HR RELATED INTERNET SITES

JOBS / CAREER		
Site Name:	**Site URL:**	**Site Description:**
Index.htm (a.k.a. The Human Resource Connection)	http://rampages.onramp.net/ jobnet/hr.htm	This site lists HR positions available nationwide, as posted by the National Recruiters Network, an association of executive search firms.
Job Web	http://www. jobweb/ org/	This job posting and recruiting site is sponsored by the National Association of Colleges and Employers. The job listings include a section on HR positions. A subset of the Job Web, called Catapult, is a self-billed "springboard" to hundreds of career and job-related sites for placement professionals.
Monster's HR Net Page	http://www.monster.com/hrnethome.html	The HR home page of the Monster Board, a huge on-line recruitment center. Included are news forums, recruitment advertising information and job searches.

BUZZ WORD: "INTERNET SITES" AND "HUMAN RESOURCES"

HR INTERNET SITES ARTICLES	
Cite #	**Article Reference:**
1.	BARTHOLOMEW, DOUG. "Human Resources on the Net," *InformationWeek*. (March 1996): 58.
2.	COX, SARA. "HR Tips As Close As Your Web Browser," *Credit Union Management*. 19, no 8 (August 1996): 50.
3.	GREENGARD, SAMUEL. "Home, Home on the Web," *Personnel Journal*. 75, no 3 (March 1996): 26.
4.	GREENGARD, SAMUEL. "Rating HR Online," *Personnel Journal*. 75, no 6 (June 1996): 168-171.
5.	MCCUNE, JENNY. "HR in Cyberspace," *HRFocus*. 73, no 5 (May 1996): 3.
6.	SHEILDS, DAVID. "A Guide To Internet Sites," *HRFocus*. 73, no 7 (July 1996): 17-18.

Appendix 2:

ABI/UMI database is organized into key search words (SU). Each of the below words/phrases represents over 1000 articles relating to the topic. This allows for targeted searches by combining the key words: ex: SU(Human Resources Management) and SU (Globalization) will bring up 15 relevant articles. Below are relevant SU terms I identified while researching for this project.

ABI/UMI SU (Search Word) Terms		

COMMUNICATION TERMS		
communication	internal public relations	interpersonal communication

COMPENSATION, BENEFITS & RECOGNITION TERMS		
bonuses	incentives	pay structure
compensation	merit increases	productivity incentives
employee awards	motivation	profit sharing plans
employee benefits	pay for performance	wage & salary administration
incentive plans		

COMPETITIVE ORGANIZATION TERMS		
acquisitions & mergers	competitive advantage	strategic planning
business combinations	profitability	world class companies
comparative analysis		

EMPLOYEE ISSUE TERMS		
behavior modification	employee involvement	personal development
career development planning	Employee Issues	professional development
conflicts	leadership	professionals
credibility	management development	stakeholders
decision making	management styles	subordinate appraisal of management
effectiveness	managerial skills	time management
employee empowerment	mentors	

HUMAN RESOURCE FUNCTION TERMS		
guidelines	human resource management	personnel policies

INTERNATIONAL TERMS	
expatriate employees	multinational corporations

Appendix 2:

ABI/UMI SU (Search Word) Terms		

ORGANIZAITONAL ISSUE TERMS		
attitude surveys	employee morale	organizational behavior
centralization	job design	organizational change
corporate culture	job satisfaction	organizational structure
culture	organization development	polls & surveys
employee attitude	organization theory	work environment

STAFFING & EMPLOYMENT TERMS		
downsizing	hiring	personnel selection
employment practices	layoffs	recruitment
employment security	new employees	retention

TEAM TERMS	
group dynamics	teams
self directed work teams	teamwork

TRAINING TERMS	
inservice training	training

WORKPLACE OF THE 21st CENTURY TERMS		
information technology	technological change	work at home
interactive computer systems	telecommuting	world wide web

Appendix 3:
Below are the magazines that most frequently published relevant articles on cutting edge HR topics.

MAGAZINES
Chief Executive
Compensation & Benefits Review
Employment Relations Today
HR Focus
HRMagazine
Human Resource Planning
Incentive
Industry Week
Journal of Business Strategy
Organizational Dynamics
Personnel Journal
Strategy & Leadership
Training & Development

Appendix 4:
In above magazines, I identified magazine journalists that repeatedly authored relevant articles:

MAGAZINE JOURNALISTS	
JOURNALIST	PERIODICAL
Elaine McShulskis	HRMagazine
Jennifer Laabs	Personnel Journal
Joseph McCarthy	Chief Executive
Judy Quinn	Incentive
Richard Koonce	Training & Development
Samuael Greenwald	Personnel Journal
Shari Caudron	Industry Week

Appendix 5:

Below are the companies referenced in the articles cited, and the buzz words they are cited in association with.

COMPANY	BUZZ WORDS					
	NEW DEAL	COACH	MEANING AT WORK	SHARED SERVICE CENTERS	VIRTUAL WORKPLACE	INTRANET
3Com					X	
Advanced Micro Devices			X			
Aetna Life & Casualty					X	
Alcoa					X	
Allied Signal	X			X		
American Express	X			X	X	
American Telco Inc.		X				
Amoco Corp.	X			X		
Apple Computers	X		X			X
Apria Healthcare Group	X					
Arizona Public Service Co.					X	
AT&T	X	X			X	X
Avon Products Inc.		X				
Baxter Healthcare				X		X
BellSouth Cellular						X
Ben & Jerry's Homemade	X	X				
Bristol-Myers Squibb				X		
British Air	X					
Cable & Wireless	X					
Campbell Soup Company			X			
Champion International					X	
Chevron	X					X
Cisco Systems					X	X
Citicorp	X					
City of Los Angeles					X	
Coca-Cola	X					
Corning	X					
Cummins Engine Corp.	X					
Cypress Semiconductor	X					
Dell Computer						X
Donnelley & Sons						X
Dow Corning			X	X		
Dunn & Bradstreet				X		X
DuPont			X			
Eastman Kodak	X			X		
Edison International						X
Eli Lilly	X					
Esprit			X			
Federal Government					X	

Appendix 5:

COMPANY	BUZZ WORDS					
	NEW DEAL	COACH	MEANING AT WORK	SHARED SERVICE CENTERS	VIRTUAL WORKPLACE	INTRANET
First Tennessee Bank			X			
Florida Power & Light						X
Ford Motor Co.	X					X
General Electric	X			X		X
General Motors - Saturn	X					
GTE		X				X
Harley Davidson	X					
Harmon International Industries	X					
Hayworth					X	
Herman Miller					X	
Hewlett Packard Co.	X		X	X	X	X
Hoechst, Celanese Corp.						X
Honda	X					
Host Marriott						X
Household International				X		
Hughes Aircraft	X					
IBM	X	X	X	X	X	
Ideo Product Development	X					
Intel	X					
International Paper	X					
ITT Hartford Group Inc.					X	
Johnson & Johnson				X		
Kaiser Permanente				X		
Koch Industries	X					
Levi-Strauss & Co.	X					
Lincoln Electric Co.	X					
Lincoln National Corporation			X			
Lockheed				X		
Lotus Development Corp.			X		X	
Lucent Technologies					X	
MCI Telecommunications					X	
Merck						X
Microsoft					X	
Mobil				X		
Monsanto	X			X		
Morningstar			X			
Motorola	X		X	X		
NatWest				X		
Northwest Airlines						X
Nucor	X					

Appendix 5:

	DEAL	COACH	MEANING AT WORK	SHARED SERVICE CENTERS	VIRTUAL WORKPLACE	INTRANET
				BUZZ WORDS		
NYNEX Corp.					X	
Oracle						X
Oxford Health Plans	X					
Pacific Bell					X	
PeopleSoft						X
Phillips Petroleum	X					
Prudential	X					
Raychem Corp.	X					
Reuters	X					
Rhone Poulenc				X		
Sears Roebuck	X					X
Silicon Graphics			X			X
Southwest Airlines	X		X			
Sprint			X			
State Farm Insurance	X					
State of Michigan			X			
Steelcase					X	
Sun Microsystems	X				X	
Tenneco	X			X		
Texaco						X
The Body Shop	X		X			
Tom's of Maine			X			
TRW	X					
UAL Corp.	X					
United Airlines					X	
United Technologies	X					
US Department of Energy			X			
US Tobacco Company		X				
VeriFone					X	
Veterans Hospital Administration	X					
Wainwright Industries	X					
Web Industries			X			
Witco	X					
Xerox						X