



Ross School of Business at the University of Michigan

**Independent Study Project Report**

**TERM** : Winter 1997

**COURSE** : OB 750

**PROFESSOR** : Jane Dutton

**STUDENT** : Kim Mendel

**TITLE** : Job seekers' toolbox : key employers & current trends

EB 9 1998

# JOB SEEKERS' TOOLBOX

KEY EMPLOYERS  
&  
CURRENT TRENDS

Kim Mende  
March 1997



UNIVERSITY OF MICHIGAN BUSINESS SCHOOL

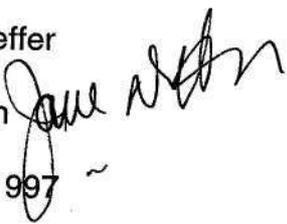
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**TO:** Ellen Schaeffer  
**FROM:** Jane Dutton   
**DATE:** March 17, 1997  
**SUBJECT:** Evaluation of Kim Mendel's 750 Project

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The purpose of Kim's independent project was to conduct secondary research to accomplish 3 goals: 1) to understand and 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. Thoroughness. 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. Utility. 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. Creativity. 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 **excellent**. The OBHRM department plans to help Kim distribute this valuable product to other students, OCD and interested faculty.

## *Preface*

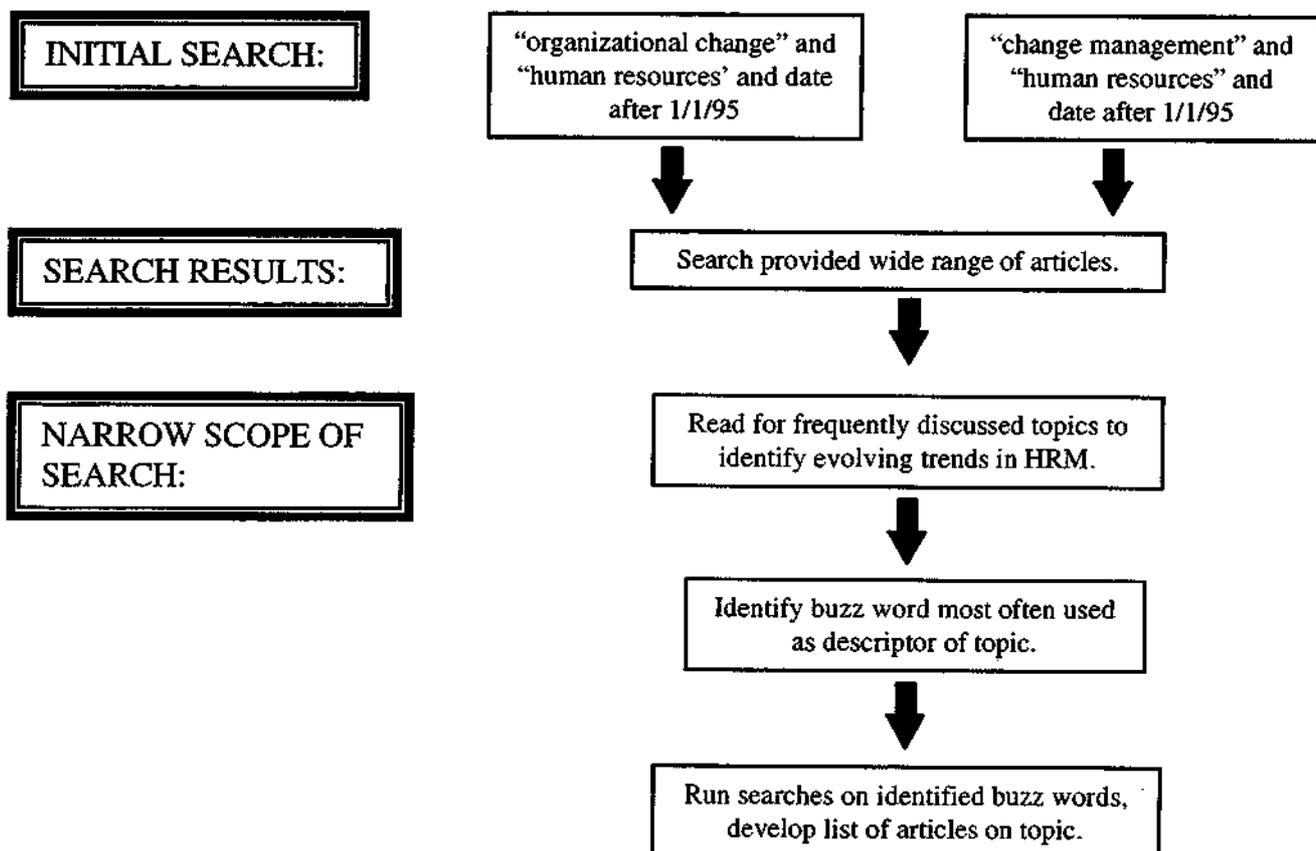
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This toolbox is designed help focus and direct the job search of MBA students in pursuit of a career in Human Resource Management. The toolbox is valuable in that it will lead students to obtain knowledge of the key trends and topics of discussion (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 toolbox 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.



## 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"**
**CITED COMPANIES**

Company	Cited in article #(s)	Company	Cited in article #(s)
Allied Signal	11, 22, 25	Ideo Product Development	25
American Express	19	Intel	6, 19, 21, 22
Amoco Corp.	22	International Paper	6
Apple	19	Koch Industries	21
Apria Healthcare Group	18	Levi-Strauss & Co.	16
AT&T	8, 18, 19	Lincoln Electric Co.	12
Ben & Jerry's	23	Monsanto	21
British Air	23	Motorola Inc.	8, 23
Cable & Wireless	9	Nucor	12
Chevron	19	Oxford Health Plans	16
Citicorp	21	Phillips Petroleum	18
Coca-Cola	21	Prudential	19
Corning	12	Raychem Corp.	11
Cummins Engine Corp.	11	Reuters	19
Cypress Semiconductor	18	Sears Roebuck	23
Eastman Kodak	6	Southwest Airlines	6, 22
Eli Lilly	12	State Farm Insurance	18
Ford Motor Co.	11	Sun Microsystems	12
GE	6, 23	Tenneco	18, 22
General Motors - Saturn	22	The Body Shop	23
Harley Davidson	6	TRW	12
Harmon International Industries	23	UAL Corp.	12
Hewlett Packard Co.	8, 12, 16, 23	United Technologies	22
Honda	21	Veterans Hospital Administration	21
Hughes Aircraft	23	Wainwright Industries	26
IBM	11, 22	Witco	18

**CITED THOUGHT LEADERS**

Thought Leaders	Institution associated with	Cited in article #(s)
Daniel Yankelovich	Daniel Yandelovich Partners; Stamford, CT	19
Dee Hock	Santa Fe Institute	21
Harold Leavitt	Stanford	25
Michael Hammer	Hammer & Co.; Cambridge, MA	11
Paul Osterman	MIT	11
Peter Capelli	Wharton	12
Warren Bennis	USC	23

## 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.

<b>BUZZ WORD: "COACH"</b>
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<b>CITED CONSULTING FIRMS</b>
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<b>Consulting Firms</b>	<b>If Cited: Location of Boutique</b>	<b>Cited in article #(s)</b>
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

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

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

**"MEANING AT WORK" AND "DOWNSHIFTING" ARTICLES**

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

**CITED CONSULTING FIRMS**

<b>Consulting Firms</b>	<b>If Cited: Location of Boutique</b>	<b>Cited in article #(s)</b>
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"

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

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

**CITED CONSULTING FIRMS**

<b>Consulting Firms</b>	<b>If Cited: Location of Boutique</b>	<b>Cited in article #(s)</b>
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:**

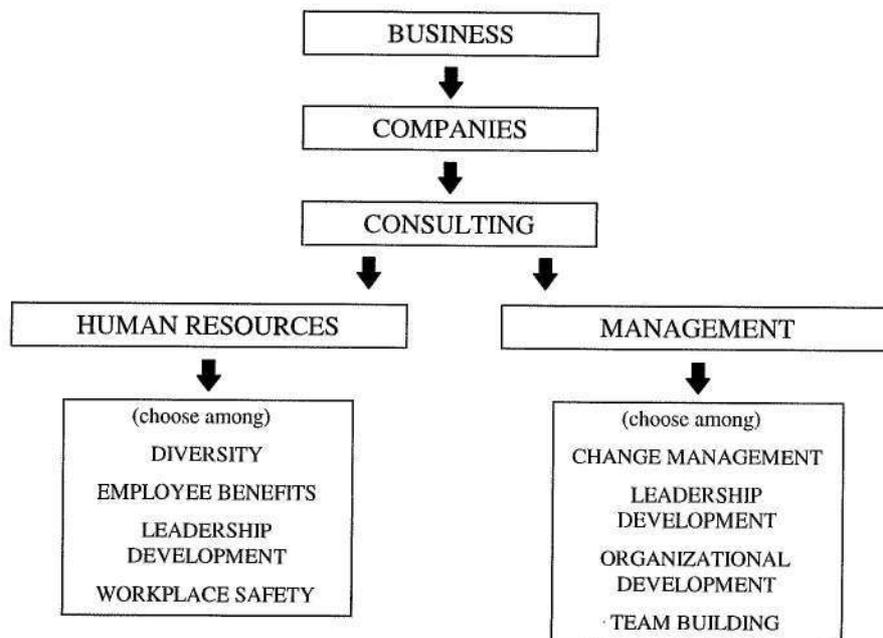
**HR RELATED INTERNET SITES**

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	<a href="http://www.digital.com">http://www.digital.com</a>
Excite	<a href="http://www.excite.com">http://www.excite.com</a>
Infoseek	<a href="http://www.inforseek.com">http://www.inforseek.com</a>
Lycos	<a href="http://www.lycos.com">http://www.lycos.com</a>
Webcrawler	<a href="http://www.webcrawler.com">http://www.webcrawler.com</a>
Yahoo	<a href="http://www.yahoo.com">http://www.yahoo.com</a>

**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

## GENERAL HR INFORMATION

Site Name:	Site URL:	Site Description:
Cool HR Things You Can Do on the Internet	<a href="http://bcf.usc.edu/~tgaase/speech/speech.html">http://bcf.usc.edu/~tgaase/speech/speech.html</a>	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.
Guide to Human Resource Information on the Internet	<a href="http://www.ualberta.ca/slises/guides/humanres/homepage.htm">http://www.ualberta.ca/slises/guides/human res/ homepage.htm</a>	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.)
HR Cyberspace	<a href="http://www.shrm.org/cyberspace/top20.html">http://www.shrm.org/cyberspace/top20.html</a>	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.
HR Management Resources on the Internet	<a href="http://www.nbs.ntu.ac.uk/staff/lyerj/hrm_link.htm">http://www.nbs.ntu.ac.uk/staff/lyerj/hrm_link.htm</a>	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.
HR Professional's Gateway to the Internet	<a href="http://www.teleport.com/erwilson">http://www.teleport.com/erwilson</a>	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.
HRCOMM, the Human Resource Community Network	<a href="http://www.cnet.com/hrcomm/">http://www.cnet.com/hrcomm/</a>	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.
HTML Document for World Wide Web	<a href="http://www.tcel.com/advanceg/hrlinks.htm">http://www.tcel.com/advanceg/hrlinks.htm</a>	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.
Human Resources Basics	<a href="http://home.navisoft.com/hrmbasics/index.htm">http://home.navisoft.com/hrmbasics/index.htm</a>	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.
Human Resources Headquarters	<a href="http://www.hrhq.com">http://www.hrhq.com</a>	This site is a good source for reference materials. Bulletin boards offer discussions on current HR topics and trends.
OB and HRM Resources from J McNeil	<a href="http://jmcneil.sba.muohio.edu/OB-HRM.html">http://jmcneil.sba.muohio.edu/OB-HRM.html</a>	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.
The Internet and HR: An Introduction	<a href="http://www.wp.com/mike-shelley/">http://www.wp.com/mike-shelley/</a>	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.
The Virtual Office	<a href="http://www.idirect.com/hroffice">http://www.idirect.com/hroffice</a>	Ernst & Young's expansive on-line HR center includes chat rooms, bulletin boards, news articles, career management tips and Internet links.

<b>HR RELATED INTERNET SITES</b>
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<b>HUMAN RESOURCE ASSOCIATIONS</b>
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Site Name:	Site URL:	Site Description:
The AFL-CIO's Labor Web	<a href="http://www.aflcio.org/">http://www.aflcio.org/</a>	Union news, issue papers, press releases, links to other labor sites.
American Management Association	<a href="http://www.tregistry.com/ttr/ama.htm">http://www.tregistry.com/ttr/ama.htm</a>	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	<a href="http://www.ahrm.org">http://www.ahrm.org</a>	This site has links to 16 human resources associations.
International Coach Federation	<a href="http://www.coachfederation.org.com">www.coachfederation.org.com</a>	On-line network of professional coaches.
Society for Human Resource Management	<a href="http://www.shrm.org/">http://www.shrm.org/</a>	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	<a href="http://vww.com/waria/">http://vww.com/waria/</a>	WARIA's web page includes an article database, book and conference information, and links to related web sites.

<b>GOVERNMENT / POLICY</b>
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Site Name:	Site URL:	Site Description:
The Americans with Disabilities Act Document Center	<a href="http://janweb.icdi.wvu.edu/kinder/">http://janweb.icdi.wvu.edu/kinder/</a>	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	<a href="http://www.fedworold.gov/">http://www.fedworold.gov/</a>	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	<a href="http://turva.me.tut.fi/~tuusital/oshlinks.html">http://turva.me.tut.fi/~tuusital/oshlinks.html</a>	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	<a href="http://www.dol.gov/">http://www.dol.gov/</a>	The DOL's web page features a job bank, labor statistics, DOL press releases, grant and contract information and more.

**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.

<b>ABI/UMI SU (Search Word) Terms</b>		
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<b>COMMUNICATION TERMS</b>		
communication	internal public relations	interpersonal communication

<b>COMPENSATION, BENEFITS &amp; RECOGNITION TERMS</b>		
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		

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

<b>EMPLOYEE ISSUE TERMS</b>		
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	

<b>HUMAN RESOURCE FUNCTION TERMS</b>		
guidelines	human resource management	personnel policies

<b>INTERNATIONAL TERMS</b>	
expatriate employees	multinational corporations

**Appendix 3:**

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

<b>MAGAZINES</b>
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:

<b>MAGAZINE JOURNALISTS</b>	
<b>JOURNALIST</b>	<b>PERIODICAL</b>
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

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

Appendix 5: