

PREFACE

This is the Center for Effective Organizations' (CEO) third study of the human resources (HR) function in large corporations. Like the previous studies, it is focused on measuring whether the HR function is changing and on gauging its effectiveness. The study focuses particularly on whether the HR function is changing to become more of a strategic business partner and whether it is becoming a value-added contributor to organizational performance. It also analyzes how organizations can more effectively manage their human capital. The present study focuses on many of the same corporations that we studied in 1995 and 1998. Thus, it allows us to compare data from our earlier studies to data we collected in 2001.

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