## TABLES AND FIGURES

INI	$\Gamma$ R $C$	וחו	ICT	IO N

Figure I-1	HR Management	5
Figure I-2	2 Business Partner	8
Figure I-3	Strategic Partner	9
THE STUD	DY AND SAMPLE	
Table S-1	HR Generalists and Specialists	14
Table S-2	Organizational Structure	16
Table S-3	Strategic Focuses	18
Table S-4	Change Initiatives	19
Table S-5	Strategic Focuses	19
Table S-6	Change Initiatives	20
SECTION	1	
Table 1.1	Percentage of Time Spent on Various HR Roles (2001)	22
Table 1.2	Percentage of Time Spent on Various HR Roles (1998)	22
Table 1.3	Percentage of Time Spent on Various HR Roles (1995)	22
Table 1.4	Relationship of Strategic Focuses and Change Initiatives	
	to HR Roles	23
Table 1.5	HR's Role in Strategy	24
Table 1.6	Strategic Focuses and HR's Role in Strategy	25
Table 1.7	Change Initiatives and HR's Role in Strategy	25
SECTION	2	
Table 2.1	HR Organization	28
Table 2.2	HR Organization and Organizational Structure	29
Table 2.3	Relationship of Strategic Focuses and Change Initiatives	
	to Organization of HR	3(
SECTION	3	
Table 3.1	Change in Focus on HR Activities During Past Five	
	to Seven Years	33
Table 3.2	Relationship of Strategic Focuses and Change Initiatives	
	to HR Activities	34
SECTION	4	
Table 4.1	Talent Strategy	37

Table 4.2		Relationship of Strategic Focuses and Change Initiatives	39
Table 4.3		to Talent Strategy  Use of Special Programs for High-Potential Employees	40
		,	40
Table 4.4		Treatment of High-Potential Employees, Strategic Focuses, and Change Initiatives	41
Table 4.5		Relationship of Strategic Focuses and Change Initiatives to High-Potential Practices	42
Table 4.6		Relationship of Treatment of High-Potential Employees to Talent Strategy	42
SECTION	5		
Table 5.1		Use of Shared Services by Companies with Multiple Business Units	45
Table 5.2		Effectiveness of Shared Services in Companies with Multiple Business Units	46
Table 5.3		Relationship of Strategic Focuses and Change Initiatives to Use and Effectiveness of Shared Services	48
SECTION	6		
Table 6.1		Outsourcing Use	50
Table 6.2		Problems in Managing Outsourcing	52
Table 6.3		Relationship of Strategic Focuses and Change Initiatives to Outsourcing	53
SECTION	7		
Table 7.1		State of HR IT	56
Table 7.2		Computer System Activities Done by Employees or Managers	57
Table 7.3		Computer System Activities and Organization Structure	58
Table 7.4		Relationship of Strategic Focuses to Computer System Use	58
Table 7.5		Computer System Effectiveness	59
Table 7.6		Relationship of Strategic Focuses to Computer System Effectiveness	60
Table 7.7		Relationship of Change in HR Activity to Computer Use and Effectiveness	61
SECTION	8		
Table 8.1		eHR System Development and Organization Structure	65
Table 8.2		Employee Portal Availability	66
Table 8.3		Employee Portals and Organization Structure	67
Table 8.4		Relationship of Strategic Focuses and Change Initiatives to Employee Portals	68
		nadadyes to Employee I Ortais	U.O

SECTION 9		
Table 9.1	eHR Effectiveness	70
Table 9.2	eHR Effectiveness and Organization Structure	71
Table 9.3	Relationship of Strategic Focuses and Change Initiatives to eHR Effectiveness	71
Table 9.4	Relationship of eHR Effectiveness to Computer System Use	72
Table 9.5	Relationship of eHR Effectiveness to Computer System Effectiveness	73
Table 9.6	Relationship of eHR Effectiveness to HR IT Use	74
Table 9.7	eHR Effectiveness and Electronic Portal for Employees	74
Table 9.8	Relationship of eHR Effectiveness to Information Available	75
Table 9.9	eHR System Development and Effectiveness	75
SECTION 10		
Table 10.1	Satisfaction with Current Skills of the HR Staff	78
Table 10.2	Relationship of Strategic Focuses and Change Initiatives to HR Skills Satisfaction	80
Table 10.3	Relationship of HR Skills Satisfaction to Use of IT	81
Table 10.4	Relationship of HR Skills Satisfaction to Effectiveness of IT	82
Table 10.5	Relationship of HR Skills Satisfaction to eHR Effectiveness	82
Figure 10.1	Percentage of Human Resources Professional/Managerial	
	Staff with Necessary Skill Set	79
SECTION 11		
Table 11.1	Effectiveness of HR Organization	85
Table 11.2	Effectiveness and Organizational Structure	86
Table 11.3	Relationship of Strategic Focuses to Change Initiatives and HR Effectiveness	87
	and FIX Effectiveness	0/
SECTION 12		
Table 12.1	Relationship of HR Organization to HR Effectiveness	90
Table 12.2	Relationship of Type of Strategic Partner to HR Effectiveness	91
Table 12.3	Relationship of HR Role to Effectiveness	93
Table 12.4	Relationship of HR Activity Changes to HR Effectiveness	94
Table 12.5	Relationship of IT Use to HR Effectiveness	95
Table 12.6	Relationship of Computer Systems Use to HR Effectiveness	95
Table 12.7	Relationship of Employee Portal Information to	-
	HR Effectiveness	97
Table 12.8	Relationship of Staff Skills to HR Effectiveness	98

Table 12.9	HR Effectiveness and Background of HR Head	99
SECTION 1	3	
Table 13.1	Strategic Partner and Background of HR Head	101
Table 13.2	Strategic Partner and HR Organizational Approaches	101
Table 13.3	Strategic Partner and Strategic Focuses and Change	
	Initiatives	102
Table 13.4	Strategic Partner and HRIS	102
Table 13.5	Strategic Partner and HR Activity Changes	103
Table 13.6	Strategic Partner and HR Staff Skills	104
CONCLUSIO	0 N	
Table C-1	Significant Relationships of Strategy and Change	
	Initiatives to HR Features	108
Table C-2	Significant Relationships of Strategy and Change	
	Initiatives to eHR	108