Part I: Introduction to Human Resource Information Systems (HRIS): A Systems Perspective 1

   Michael J. Kavanagh and Richard D. Johnson

Editors' Note 2

Chapter Objectives 3

HRIS in Action 3

Introduction 5

Historical Evolution of HRM and HRIS 7
   Pre-World War II 7
   Post-World War II (1945–1960) 9
   Cost-Effectiveness Era (1980 to the Early 1990s) 11
   Technological Advancement Era and the Emergence of Strategic HRM (1990 to Present) 12

HR Activities 15

Interface Between HR and Technology 16

A Primer on HRIS 17
   What Is an HRIS? 17
   e-HRM and HRIS 19
   Why Do We Need HRIS? 19
   Different Types of HRIS 21
   System Development Process for an HRIS 21

A Model of Organizational Functioning 24
2. Database Concepts and Applications in Human Resource Information Systems  34
   Janet H. Marler and Barry D. Floyd

   Editors' Note  34
   Chapter Objectives  35
   Introduction  35
   Data, Information, and Knowledge  36
   Database Management Systems  37
      Early DBMSs  39
      Relational DBMSs  40
      Data Sharing Between Different Functions  41
      Data Sharing Between Different Levels  42
      Data Sharing Across Locations  43
   Key Relational Database Terminology  44
      Entities and Attributes  44
   Michael D. Bedell and Michael L. Canniff

   Editors’ Note  57
   Chapter Objectives  58
   HRIS in Action  58
   Introduction  59
   HRIS Customers/Users: Data Importance  60
      Employees  61
      Nonemployees  63
      Important Data  64
   HRIS Architecture  65
      The HRIS “Dinosaur”  65
      Client-Server (Two-Tier) Architecture  65
5. System Design and Acquisition 106

Richard D. Johnson and James H. Dulebohn

Editors' Note 106

Chapter Objectives 107

HRIS in Action 107

Introduction 108

Design Considerations During the Systems Development Life Cycle 109

Logical Design 110

Two Ways to View an HRIS: Data Versus Process 111

Logical Process Modeling With Data Flow Diagrams 112

Creating and Using the DFD 114

Physical Design 117

Working With Vendors 120

Vendor Selection 124

Assessing System Feasibility 126

Technical Feasibility 126

Operational Feasibility 127

Michael J. Kavanagh

Editors' Note 135

Chapter Objectives 136

HRIS in Action 137

Introduction 138

Project Management Cooperation 140

The IT Perspective 140

- Project Management Processes 140
- Project Management Approaches and Tools 142
- General IT Factors Affecting PM Success 145

The Human Resource Management Perspective 147

- Identification of the Steering Committee and Project Charter 148
- Configuring the PM Team 149
- Identification of Available Resources and Constraints 152
- Controlling Project Creep 152
- Selection of the Implementation Team 152
- Software Implementation 153
- Training and Documentation 154
- Critical Success Factors for IT and HRM Issues 155

Summary 157
PART II: HRIS Effectiveness Measures and HRM Advice for HRIS Implementation 165

7. HR Metrics and Workforce Analytics 166
   Kevin D. Carlson and Michael J. Kavanagh

   Editors’ Note 166
   Chapter Objectives 167
   HRIS in Action 167
   Introduction 168
   A Brief History of HR Metrics and Analytics 169
   Limitations of Traditional HR Metrics 177
   Contemporary HR Metrics and Workforce Analytics 178
      Using HR Metrics and Workforce Analytics 178
   HR Metrics, Workforce Analytics, and Organizational Effectiveness 180
      A Common and Troublesome View 180
   Better Problem Solving and Decision Making 183
      Opportunity Domains of HR Expertise 183
   HR Process Efficiency 184
      Organizational Effectiveness 185
      Strategic Realignment 186
   Measurement, Metrics, and Analytics Basics 186
      Getting Started 186
      The Role of "Why?" 187
      Putting HR Metrics and Analytics Data in Context 188
      Reporting What We Find 189
PART III: HUMAN RESOURCE
INFORMATION SYSTEMS APPLICATIONS  281

10. HR Administration and Human Resource Information Systems  282
   Linda C. Isenhour

Editors' Note 282
Chapter Objectives 283
HRIS in Action 283

Introduction 284

Technology Support for Job Analysis 284
   Approaches and Techniques 285
   HRIS Applications 286

The HRIS Environment and Other Aspects of HR Administration 287

HRM Administration and Organizing Approaches 288
   Service-Oriented Architecture
and eXtensible Markup Language 288
Advantages of XML-Enhanced SOA 290
Theory and HR Administration 292
Self-Service Portals and HRIS 294
Shared-Service Centers and HRIS 298
Outsourcing and HRIS 301
Offshoring and HRIS 305
Summary of HR Administration Approaches 307

Legal Compliance and HR Administration 308

HR Administration and Equal Employment Opportunity 310
   U.S. Civil Rights Act of 1964, Title VII,
   and the EEO-1 Report 310
EEO-1 Report (Standard Form 100) 311
EEO-1 and HRIS 312
Occupational Safety and Health Act Record Keeping 313
OSHA Form 300 (Log of Work-Related Injuries and Illnesses) and HRIS 315
11. Talent Management  333
Kevin M. Johns and Michael J. Kavanagh
Editors' Note  333
Chapter Objectives  334
HRIS in Action  335
Introduction  336
  Defining Talent Management  336
  Importance of Talent Management  337
  The Talent Management Life Cycle  337
  Attributes for Talent  339
Job Analysis and Human Resource Planning: Part of TM  341
  Job Analysis  341
  Human Resource Planning (HRP)  342
  Workforce Management/Human Resource Planning with an HRIS  346
  Long- and Short-Term Strategic Importance of Talent Management  346
Selection and Technology  388

What Are Selection Tests and Assessments, and Why Are They Used?  388
Why Is Assessment Important for HRIS?  390
Technology Issues in Selection  392
Applying HRIS to Selection and Assessment  397
Demonstrating the HRM’s Value With HRIS
Selection Applications  398

Summary  401
Key Terms  402
Discussion Questions  403
Case Study  403

Case Supplemental Material  404
Case Study Questions  405

References  405

13. Training and Development: Issues and
Human Resource Information Systems Applications  411

Ralf Burbach

Editors’ Note  411

Chapter Objectives  412
HRIS in Action  412
Introduction  413

Training and Development: Strategic Implications and Learning
Organizations  415

Systems Model of Training and Development  418

Training Metrics and Cost-Benefit Analysis  433

HRIS Applications in Training  436

HRIS/Learning Applications: Learning Management Systems  439
HRIS T&D Applications: Implementation Issues  443

Summary  444

Charles H. Fay and Renato E. Nardoni

Editors' Note 452

Chapter Objectives 453

HRIS in Action 453

Introduction 454

The Meaning of Work 455

Performance Management 456

Overview 456

Typical Data Inputs 462

Typical Reports 463

Data Outflows 463

Decision Support 463

Compensation 466

Overview 466

Typical Data Inputs 468

Typical Reports 469

Data Outflows 470

Decision Support 470

Benefits 471

Overview 471

Typical Data Inputs 474

Typical Reports 474

Michael J. Kavanagh and John W. Michel

Editors’ Note 488

Chapter Objectives 489

HRIS in Action 489

Introduction: Increasing Importance of International Human Resource Management (IHRM) 490

Types of International Business Operations 492

Going Global 494

Differences in HRM in MNEs 499

Managing Different Types of Employees in MNEs 501

HR Programs in Global Organizations 504

International Staffing 504

Selecting Global Managers: Managing Expatriates 505

Training and Development of Expatriates 512
PART IV: SPECIAL TOPICS IN HUMAN RESOURCE INFORMATION SYSTEMS 529

16. HRIS Privacy and Security 530
   Humayun Zafar and Dianna L. Stone

   Editors' Note 530
   Chapter Objectives 531
   HRIS in Action 531
   Introduction 531

   Employee Privacy 533
      Unauthorized Access to Information 534
      Unauthorized Disclosure of Information 535
      Data Accuracy Problems 536
      Stigmatization Problems 537
      Use of Data in Social Network Websites 537
      Lack of Privacy Protection Policies 538