



Workforce Solutions Review is a publication of the International Association for Human Resource Information Management, whose mission is to be the leading professional association for knowledge, education and solutions supporting human capital management. Opinions expressed herein are not necessarily those of the editors, the IHRIM board of directors or the membership.

© 2022 All rights reserved

EDITORIAL COMMITTEE

Co-Managing Editor

JESSA KILGORE, Orrick, Herrington & Sutcliffe LLP, New York, NY, jessa.kilgore@nicemtech.com

Co-Managing Editor

DAN VANDER HEY, Vice President Advisory Services, Dan.VanderHey@Spencer-Thomas.com

Associate Editors

ROY ALTMAN, Founder/CEO, Peopleserv, New York, NY roy@peopleserv.com

BRIAN BUCK, Mercer, Chicago, IL, Brian.Buck@mercer.com

DAVID GABRIEL, Ed.D., Global Reach Leadership, Berkeley, CA USA, davidgabriel@gmail.com

BOB GREENE, Senior HR Industry Analyst, Eden Prairie, MN Bob.Greene@ascendis.com

STEVE GROSSMAN, Clinton Rubin LLC, NY, steve.grossman@clintonrubin.com

JEFF HIGGINS, CEO, Human Capital Management Institute, Marina Del Rey, CA USA jeff.higgins@hcmint.com

JANET MERTENS, Josh Bersin Academy, Toronto, ON, Janet@BersinPartners.com

BRUNO QUERENET, HR executive, Denali Therapeutics Bruno.querenet@gmail.com

MICHAEL RUDNICK, CEO, Velaku LLC, Michael.rudnick@gmail.com

ANNA TAVIS, Ph.D., Clinical Associate Professor, NYU, New York, NY, aa5t@nyu.edu

EDITORIAL ADVISORY BOARD

CECILE ALPER-LEROUX, VP Product Strategy and Development, Ultimate Software, Weston, FL cecile_leroux@ultimatesoftware.com

MARK BENNETT, Work Life and Collaborative Products Strategy Director, Oracle Corp., Redwood Shores, CA USA mark.bennett@oracle.com

ERIK BERGGREN, Client Development, Cogito, Golden, CO, [linkedin.com/in/erikberggren](https://www.linkedin.com/in/erikberggren)

JOSH BERSIN, Principal and Founder, Bersin by Deloitte, Oakland, CA USA jbersin@bersin.com

SCOTT BOLMAN, HR Transformation & HR Excellence Practice, Deloitte, bolmanscott@yahoo.com

YVETTE CAMERON, Global Vice President Strategy, SuccessFactors, Littleton, CO Yvette.cameron@successfactors.com

LEW CONNER, Executive Director, Higher Education User Group, Gilbert, AZ USA lconner@heug.org

ELENA M. ORDÓÑEZ DEL CAMPO, Senior VP Global Delivery Unit, SAP AG, Frankfurt, Germany elena.ordonez@sap.com

GARY DURBIN, Chief Technology Officer, SynchSource, Oakland, CA USA hacker@synchsource.com

CHARLES H. FAY, Ph.D., Professor, School of Management & Labor Relations, Rutgers University, Highland Park, NJ USA cfay@smlr.rutgers.edu

URSULA CHRISTINA FELLBERG, Ph.D., Owner & Managing Director, UCF-StrategieBeraterin, Munich, Germany ucfell@mac.com

ALSEN HSEIN, President, Take5 People Limited, Shanghai, PRC Alsen@take5people.com

CARL C. HOFFMANN, Director, Human Capital Management & Performance LLC, Chapel Hill, NC USA cc_hoffmann@yahoo.com

JIM HOLINCHECK, Leapgen, VP of Advisory Services jim.holinccheck@leapgen.com

CATHERINE ANN HONEY, VP Strategic Partner Relations, Safeguard World International, Boston, MA USA catherinehoney@safeguard.com

KATHERINE JONES, Ph.D., Intellectual Capital Solutions, Global Head of Talent Research Katherine_ics@msn.com

SYNCO JONKEREN, Sr. Dir. HCM Outbound Product Management, EMEA at ServiceNow synco@jonkeren.com

MICHAEL J. KAVANAGH, Professor Emeritus of Management, State University of Albany (SUNY), Albany, NY USA mickey.kavanagh@gmail.com

BOB KAUNERT, Principal, Deloitte, Philadelphia, PA USA bkaunert@yahoo.com

DAVID LUDLOW, Group Vice President, Product Strategy and Research, SAP SuccessFactors [linkedin.com/in/david-ludlow-3945a3](https://www.linkedin.com/in/david-ludlow-3945a3)

RHONDA P. MARCUCCI, CPA, Consultant for GruppoMarcucci, Chicago, IL USA rhonda@gruppomarcucci-usa.com

LEXY MARTIN, Principal, Research and Customer Value, Visier, Washington, DC USA Lexy.martin1@gmail.com

BRIAN RETZLAFF, ServiceNow, Executive Solution Consultant Brian.Retzlaff@servicenow.com

LISA ROWAN, Program Director, HR, Learning & Talent Strategies, IDC, Framingham, MA USA lrowan@idc.com

LISA STERLING, HCS, Culture Crusader. People Advocate. Value Creator. Coach. Speaker. Advisor, [linkedin.com/in/lisamsterling](https://www.linkedin.com/in/lisamsterling)

DANIEL SULLIVAN, Ph.D., Professor of International Business, University of Delaware, Newark, Delaware USA sullivad@lerner.udel.edu

MARK SMITH, CEO, Chief Research Officer, and Founder of Ventana Research, San Ramon, CA USA mark.smith@ventanaresearch.com

DAVE ULRICH, Professor, University of Michigan, Ann Arbor, MI USA dou@umich.edu

JULIE YOO, Co-Founder and Chief Data Scientist, Pymetric, julie@pymetrics.com

IHRIM BOARD OF DIRECTORS

Executive Committee

MICK COLLINS, HRIP, Chair

DENNIS HILL, Ph.D, HRIP, Vice Chair

KEVIN MACDUFF, CFO/Secretary

BASKARAN AMBALAVANAN, Sales & Marketing Chair

LAURETTA SIGGERS, Education Committee Chair

LISA RENEE ARNESEN, Membership Committee Chair, EC

NOV OMANA, Advocacy Committee Chair

Directors

CHRISTINE SOBERON, HRIP,

Strategic Programs

KEIVONNA DOVER, HRIP,

Education Committee

KYLE HUFF, Ph.D.,

Education Committee

CINDY PASCALE,

Education Committee

META ROUSSEAU, Ph.D.,

Education Committee

DAN VANDER HEY,

WSR Representative

MICHELLE GALLA, HRIP,

Membership Committee

TRACIE UPCHURCH,

Membership Committee

VICKY DEPIORE,

Membership Committee

ROBERT FLAK, Ed.D.,

Membership Committee

SHALLONDA TRIM, HRIP,

Advocacy Committee

KAUSTUBH SONALKAR,

Advocacy Committee

GLORIA ANTHONY,

Sales & Marketing Committee

CAMERON CROWTHER,

Sales & Marketing Committee

For advertising information contact: Partnership@IHRIM.org.

For articles, ideas, and feedback to the editors, contact WSR@IHRIM.org.