



A New Business Imperative: Managing the 21st Century Workforce

Kronos Incorporated
July 2005

Executive Summary

Powerful trends in the global economy have reshaped the composition of the modern workforce and transformed the terms of the employee-employer relationship, causing organizations to reassess how they manage and motivate the workforce of the 21st century.

A more varied workforce creates opportunities to accelerate innovation, adapt to fluctuations in market demand, and quickly recognize and respond to the needs of new markets — which are increasingly diverse.

But diversity also poses significant challenges in the realm of human resources management. It requires organizations to offer a richer and more flexible set of work arrangements, rewards, and benefits to motivate and retain a heterogeneous workforce with widely varied needs and preferences — and historically low levels of corporate loyalty. In turn, the organization must be able to manage this more complex environment, both at the executive and line-of-business level, and within human resources.

Existing approaches to human resources management — which typically rely on a patchwork of applications — are inadequate for this new environment. To effectively manage a diverse workforce and achieve organizational success requires a technology-based solution designed expressly for this purpose. In fact, with most core business processes now automated and integrated at the enterprise level, including enterprise resource planning (ERP), customer relationship management (CRM), and supply chain, human resources management remains a last outpost of inefficiency — and presents a significant opportunity to enhance organizational effectiveness and competitiveness.

In exploring potential solutions to human resources management needs, organizations need to evaluate their current processes against what they really need in order to offer the flexibility in work experience that the workforce of the 21st century requires. The right technologies can then help the organization create the foundation to deliver flexible, on-demand HR services, both to employees and to the line managers who are most critical to forging a strong relationship between the organization and each unique employee.

The Workforce Has Changed, and So Have the Rules

***“Differences in the workforce are increasingly being seen as powerful opportunities for strengthening organizational performance ... effective competition will increasingly depend on the creativity and innovation of diverse employees: their skills and competencies, adaptability and responsiveness, new and expanded styles of thinking, and broad perspectives ...”*¹**

Against the backdrop of a highly competitive, technology-driven global economy, the workplace has been transformed by three powerful trends: increasing employee diversity, the growing importance of knowledge work, and the changing employee-employer relationship. Relentless and irreversible, these trends are sparking organizations of every shape and size to re-think how they manage the workforce to achieve strategic goals and ensure lasting financial success.

Trend Number 1: Diversity is Here to Stay

Diversity is one of the defining characteristics of the modern American workplace. In contrast to the picture 40 years ago, when broad segments of the population were excluded from many work environments, the workforce of the 21st century increasingly resembles the general population. It encompasses individuals of both genders in nearly equal numbers and every other demographic category — including race, religion, national origin, age range, and physical disability.

The impact of demographic shifts

By 2008, the percentage of women in the workforce is projected to increase to 48 percent — with many entering, leaving, or re-entering, based on changing family obligations. With a growing number of cities having a “majority minority” population, minority and immigrant groups also account for a growing share of the workforce. In fact, five out of every six new workers in the U.S. today is female, African-American, Hispanic-American, or from an immigrant group.²

Additionally, the work population is aging, with 10,000 “baby boomers” turning 55 every day and many remaining employed past retirement age, either for financial reasons or because they value work.³ Furthermore, in an era of global mergers and consolidation, many organizations typically include workers from multiple countries, each with its own unique language, culture, and business customs.

¹ Robert Lattimer, “The New Age of Competitiveness,” *Competitiveness Review*, Vol. 13, No. 2, 2003, p. 1-15.

² “An Overview of Diversity Awareness,” College of Agricultural Sciences, Pennsylvania State University, 2001

³ Lee Smith, “Facing Diversity,” *Fortune*, October 18, 2004.

A range of work settings and work preferences

Differing work arrangements represent another aspect of workforce diversity. Enabled by technology — including high-speed networks and mobile communications — there is growing variety in how and where employees work. Significant numbers work remotely from their homes, either by choice or because their employer requires it. Mobile employees may literally work from their cars, in airports, or client sites.

Work/life choices are yet another expression of difference. A young, unmarried person may willingly work 60 hours a week to advance her career, while a parent trying to balance work and family life may favor flexible work arrangements — such as telecommuting, job-sharing, or part-time contract work — that allow her to attend an afternoon teacher conferences.

This nearly infinite variety poses significant challenges in the realm of human resources management. Forward-looking organizations recognize that they need to meld together these diverse populations to create a cohesive team — and ensure that individuals with vastly different backgrounds have the right skills and support to execute corporate strategies. New approaches are required to manage mobile and remote employees. Further, the organization needs to provide the right combination of opportunities, rewards, and work arrangements to keep these individuals motivated, productive, and performing optimally.

Trend Number 2: In a Knowledge-Based Economy, Diversity is Increasingly Being Seen as a Source of Competitive Advantage

While demographic changes have made diversity an integral feature of the workplace, another powerful trend — the shift from an industrial-based to a knowledge-based economy — has made diversity a source of value.

In the industrial model of production that persisted through the late 20th century, standardization and uniformity were highly valued, not only in materials and processes, but in people as well. Employees were viewed as being interchangeable and easily replaced, and human differences were neither valued nor accommodated in the workplace. Whether an employee was a factory worker or “the man in the gray flannel suit,” individuals were expected to subordinate their differences and needs, conforming to what the organization required to maintain high levels of efficiency and profitability.

In the post-industrial, knowledge-based global economy that has evolved over the last 20 years, the drivers for success have changed dramatically. While efficiency and a low cost of doing business remain important, they no longer guarantee success. To achieve and sustain competitive advantage, companies need to be fast, adaptable, and innovative.

In this climate, the very traits that were once so valued in workers — uniformity in skills and outlook, deference to authority, unthinking acceptance of the status quo — have become a liability. Instead, success comes from leveraging an organization’s intellectual capital: the expertise, creativity, entrepreneurial energy, and resourcefulness of a diverse workforce.

The numbers tell a story

There is increasing awareness of the superior financial performance that has been achieved by organizations embracing diversity. For example, the 50 companies recognized by Fortune Magazine in 1998 as the best places for minorities to work had a total five-year return to shareholders of 201 percent versus 171 percent for the S&P 500.⁴

⁴ Steven A. Ramirez, “Diversity and the Boardroom,” *Stanford Journal of Law, Business and Finance*, Fall 2000.

A diverse workforce helps companies respond to key challenges posed by a changing marketplace.

- *Enhancing creativity and innovation.* The most successful organizations are skilled at harnessing the unique contributions of individuals and the synergistic power of teams to enhance competitiveness. For example, leaders like IBM locate their research labs around the world to create more fertile ground for new ideas.
- *Fostering adaptability and resilience.* Research has shown that diverse organizations — which, of necessity, must learn to deal with their own internal differences — can adapt more readily to changing circumstances. They also tend to foster the type of open, direct communication that results in enhanced speed and agility and have been found to be more innovative in solving problems and successful at challenging “groupthink.”⁵
- *Reaching out to new markets.* Diversity is not just a reality in the workplace, but in the marketplace as well. Within the U.S. alone, minorities — including racial minorities, the disabled, and non-heterosexuals — have a combined buying power of about \$1.5 trillion.⁶ By drawing on the experiences and insights of its own diverse workforce, an organization can more quickly recognize opportunities within demographic groups and geographies that are outside its traditional customer base — and develop goods and services that appeal to those targeted markets.

⁵ The Gale Group, Inc., “Turn Diversity to Your Advantage,” *Business and Management Practices, Industrial Research Institute, Inc.: Research Technology Management*, Vol. 46, No. 4, p. 237.

⁶ Lee Smith, “Facing Diversity,” *Fortune*, October 18, 2004.

Trend Number 3: The Changing Employee/Employer Relationship is Creating a New Employee Consciousness

In the industrial economy, the implicit contract between employees and employers was based on a top-down, hierarchical management style. Workers had little autonomy or decision-making power; and rewards, benefits, and work arrangements were offered on a “one size fits all” basis. In exchange for accepting this regime, employees in many industries and in many companies (such as the auto industry or the original AT&T) could look forward to what amounted to a “job for life” — with good pay and benefits and a high level of job security.

Under the pressure of global competition, however, that mutual loyalty eroded as organizations resorted to downsizing and outsourcing to improve financial performance and employees came to put their own interests ahead of the organization's. A 2003 WalkerInformation poll showed employee loyalty to corporations at an all-time low, with two-thirds of respondents saying they are neither committed to their companies nor planning to stay.⁷ This attitude is especially prevalent among younger workers who came of age in this harsher environment.

In this context, the contract between employees and employers is undergoing a fundamental shift. The most talented and sought-after workers recognize that they can “shop” for the work situation that best matches their aspirations and needs. Furthermore, many employees are no longer willing to be anonymous cogs in the wheel of the corporate machine. They want to know their work has an impact. They want to help define that work, exercise some control over their working conditions, and enjoy a degree of autonomy and decision-making authority.

One major consequence of these changes is that organizations face a “new employment deal” based on employee consciousness of the value of self-development, individual responsibility, and self-direction — with managers offering guidance and support rather than issuing top-down directives. Simply put, it's no longer possible to manage the workforce as a monolithic entity. Instead, organizations are challenged to manage a complex group of unique individuals who demand different work experiences, based on differences in their backgrounds and values.

⁷ Marc Drizin, “The Walker Loyalty Report for Loyalty in the Workplace,” WalkerInformation, 2003.

Assessing the Impact of Workforce Changes on Human Resources Management

“Managing diversity involves building specific skills and creating policies that extract the best from each employee. It is based on the assumption that diverse groups will create new ways of working together and that morale, productivity, and profit will increase. It takes account of the fact that the old approach of attracting, selecting, retaining, and rewarding members of the organization who are similar to those already in place will no longer work.”⁸

Fundamental changes in the composition of the workforce and the dynamics of the workplace have created a new set of challenges relating to human resources management. Those challenges are best understood from three different perspectives: of executives, line managers, and the human resources organization.

Senior executives: Focused on the bottom line

Consistent with their role, senior executives view today’s more complex workplace with the bottom line always in mind. Whether leaders embrace this new environment as a source of opportunity or see it as a threat to stability and success, they cannot sit idly by: To do so risks being rendered obsolete by competitors who are more nimble, creative, and entrepreneurial.

In high-performing organizations, senior management has been early to recognize and address the emerging human resources management challenges posed by the workforce of the 21st century.

- **Goal alignment.** A heterogeneous workforce that is widely dispersed makes it more challenging (and more important) to effectively communicate goals and strategies to ensure that everyone is “pulling in the same direction.”
- **Employee retention.** With employee loyalty at historically low levels, it is vital to retain valued employees by offering them a compelling mix of rewards that is tailored to suit the individual’s unique needs and preferences.

⁸ Robert Lattimer, “The New Age of Competitiveness,” *Competitiveness Review*, Vol. 13, No. 2, 2003, p. 1-15.

- *Agility and bench strength as the foundation of workforce utilization.* Knowing that opportunities and threats can arise with little warning, organizations must be able to “turn on a dime.” This requires visibility into both short- and long-term objectives. Additionally, organizations must be able to improve talent utilization by staffing in a way to meet business needs, leveraging a diverse set of employee skills, strengths, and experiences, while keeping employee satisfaction in the foreground of project assignments and scheduling.
- *Managing costs.* The cost of managing a flexible system of work arrangements, rewards, and benefits can easily spiral out of control. Automation, enabled by current web-based technologies, can provide efficiencies that enable organizations to deliver flexibility in the work experience in a cost-effective and maintainable way.

Line managers: The focal point (and potential bottleneck) for human resources management

Line managers view human resources management challenges through a much different lens. Over time, line managers have become the primary point of contact for day-to-day human resources management activities: from compensation, benefits, and performance management, to career development, employee programs, and work/life issues. In keeping with the maxim that “People don’t quit their jobs, they quit their bosses,” managers play a major role in ensuring employee engagement, satisfaction, and retention.

Unfortunately, the increasing complexity of the workplace and the workforce has made their jobs far more challenging, presenting questions such as:

- How do I ensure my people are well informed without spending all my time on routine communication?
- How do I manage remote and mobile workers to ensure they are meeting their responsibilities and supporting corporate strategies and goals?
- How do I build effective teams across barriers of geography, language, and age?
- How do I lower the chance that top performers and even solid “B” players might become a flight risk?
- How much flexibility do I give to an employee who is primary caregiver for an ailing parent?

In all these scenarios, managers risk becoming the bottleneck that impedes timely communication and effective decision-making. To fulfill their role successfully depends on having ready access to effective planning and management tools and accurate, up-to-date information about individual employees and the organization.

Without adequate support, managers are hampered in their efforts to maximize the performance of individuals and workgroups and to create a satisfying work experience. Where systemic problems exist, the end result is high attrition rates, decreased productivity, and a negative impact on the bottom line.

Human resources: Balancing strategic and tactical roles

In recent years, as many traditional HR functions have been streamlined via technology, business process outsourcing, and shifts to line management, HR groups have seen a reduction in headcount and a change in mission and focus. Increasingly, HR is viewed as a partner to senior management, helping to shape workforce strategies that support business strategies. On a day-to-day level, HR acts in an advisory capacity, helping line managers interpret policies, understand the corporate culture, and resolve difficult employee relations issues.

An increasingly complex workforce and work environment can upset this balance, placing a heavier workload on HR professionals. For example, offering employees more choices in their health benefits greatly increases requirements for communication (options need to be explained), administration (forms need to be filled out), and problem solving (employee disputes with health providers and insurance carriers need to be addressed). If new programs are implemented without a sufficient level of automation, these tasks devolve to line managers and quickly spill over to HR, distracting everyone from their core mission — and the company's.

Commitment and Investment Go Hand In Hand

Organizations that are consistently recognized as “the best places to work” tend to share an important trait: They are willing to invest in creating flexible programs and policies that give employees real choices, including

- Flexible hours and work arrangements
- Flexible compensation and benefits options
- Support for varied work-life choices
- Opportunities that allow individuals to fully develop their potential and make a positive contribution to the organization

By allowing individuals to, in effect, configure a customized employment “deal,” leading organizations are able to attract top talent, earn their loyalty and trust, and benefit from the high levels of employee satisfaction, creativity, and productivity that result. Developing a flexible framework for human resources management is no trivial matter.

Technology is the Foundation of Effective Human Resources Management

During the last 10 years, organizations have made steady progress in implementing enterprise applications to streamline and optimize an ever-widening range of business processes. These include financial management, enterprise resource planning (ERP), mail and messaging, customer relationship management (CRM), and supply chain management.

Except in larger organizations, however, this trend has largely bypassed human resources management processes. Research shows that most organizations utilize anywhere from 7 to 10 different applications to manage the employee population: one application for scheduling, another for payroll, a third for benefits administration, etc. In decentralized organizations — such as universities or those that have grown through acquisitions — there may be two, three, or more vendor applications used for the same purpose.

Even where best-of-breed applications have been implemented, the organization’s process and people needs were often not carefully evaluated beforehand, leading to automation of processes that no longer work for employees or management. Moreover, even the most current applications are often poorly integrated and cannot share employee data in any meaningful way. Without a centralized employee data store, employee information is frequently inaccurate, outdated, and even conflicting among systems that are used for vital workforce-related decision making.

You can't measure or manage what you can't see

As a result of this “stovepipe” approach, managers at every level of the organization lack complete and timely information relating to the workforce. In turn, business decisions must be based, to some degree, on guesswork rather than hard data. For example, in most organizations, senior managers cannot access an accurate, enterprise-wide view of employee skill sets — information that is essential for aligning human resources to achieve strategic goals. Line managers cannot easily compare compensation for their employees against corporate or market averages to ensure salaries are in a range that supports retention strategies.

This lack of visibility can result in a chronically inefficient use of resources, safety and compliance failures, and unnecessary labor costs. Ultimately, it can also affect an organization's ability to achieve strategic goals and bottom-line results.

Choosing the best solution: human resources management

In growing numbers, organizations recognize that today's complex enterprises require a unified but flexible approach to workforce measurement and human capital management, based on a solid technology foundation.

There is no easy formula for identifying what applications are most important to organizational success or what technology approaches and vendor products are most effective, given an organization's unique needs. However, in evaluating potential solutions, it is helpful to maintain a clear vision of the most critical human resources management challenges the organization is grappling with and the end results an organization wants to attain.

Focus on goals — Are we pulling in the same direction?

A key challenge for executives and line managers is to ensure that the entire employee population is focused on supporting the organization's strategy and goals. This is almost impossible to do in an efficient and consistent way when using paper-based methods or static electronic records. The task is further complicated when managing knowledge workers, whose contributions cannot be as easily quantified as those of sales professionals or manufacturing employees.

Addressing these concerns, a well-designed performance management toolset will support HR and line management in individual and group goal-setting and management. With integral self-service capabilities, management can track individual and aggregate progress made toward goals, and log performance-related employee-manager interactions as well as follow up items from feedback sessions for historical reference and record-keeping.

An effective system will be flexible enough to define a mix of quantitative and qualitative performance measures, based on the type of work an employee performs. A comprehensive performance toolset integrates the appraisal and salary-review processes with online forms and workflow; in this way, high performance organizations can ensure that performance is adequately assessed. This rewards decision support's overall strategy and the individual's value to the organization.

For example, in a manufacturing plant where under-staffing adversely impacts production and over-staffing cuts into profits, the goal may be to fully staff every shift — no more and no less — in alignment with the actual workload. In organizations undergoing a major transformation process, professionals and support staff might set goals that relate to mission-critical projects and initiatives. In organizations that are seeking to leverage their core competencies more effectively, senior-level subject matter experts might be measured and compensated based on their participation in knowledge-sharing and mentoring activities.

Employee retention — Fostering self-reliance while reducing administrative costs

Communication is the cornerstone of human resources management and a major factor in sustaining employee satisfaction and retention. Effective communication fosters a sense of transparency and accountability by helping employees understand the organization's strategy and their own role within that larger framework. Furthermore, communication provides employees with the information they need to make informed choices about compensation, benefits, and work/life issues. Employees feel as if they play a significant role in crafting their own relationship with the organization when they can define a benefits offering and ways of working that meet their individual needs.

In the past, organizations relied on line managers to convey a wide range of information to employees. Even when a homogenous organization called for a single consistent message, however, managers often failed to deliver it effectively to all of their employees. Without help, managers will fail to meet the communication challenge that is posed by multiple messages and the need for one-to-one communication. Managers need a way to manage the current information overload, managers and to conserve their "bandwidth" for the kinds of one-to-one, relationship-building, and performance-driving interactions that truly require the immediacy and nuance of a direct conversation.

In response to this need, many companies have implemented employee and manager self-service capabilities that serve as all-purpose information utilities. Employees can access the latest corporate news, materials relating to the organization's vision and strategy, and comprehensive information on HR policies and procedures. Managers can access the same information, keeping everyone "on the same page," in addition to complementary materials customized for them to help them address critical issues, events, or changes with their own teams.

By offloading routine communication tasks, an employee portal frees line managers to focus on other value-producing activities. Even when the employee requires a follow-up conversation, that interaction tends to be more productive because the employee already has some basic knowledge of the issue at hand.

Many HR applications include self-service tools that allow employees to perform routine administrative tasks, at their convenience, without requiring assistance or intervention from line managers or HR staff. For example, employees may be able to:

- Update elements of their personal profile, which is used as a data source for numerous other applications
- Select benefits (such as a health plan) or change benefits (e.g., the beneficiary named on a life insurance policy)
- Define preferences for work times, tasks, and locations as well as which team members or supervisors the individual prefers to be paired with
- Be put on a call-up list to work extra hours should a coworker be unavailable for his/her designated shift
- Request a manager's approval to attend a training class or engage in another development activity.

Self-service capabilities encourage employees to be proactive, self-reliant, and efficient in managing and even shaping their relationship to the organization — all factors that tend to increase employee satisfaction. Self-service also reduces administrative bottlenecks and costs that result from paper-based systems.

Competency management — The basis for agility, bench strength, and optimizing workforce deployment

Setting corporate goals can be a meaningless exercise unless the right skills are available within the organization — and applied where they will have greatest impact. If, for example, a company wants to expand sales of its flagship product line, but cannot easily determine which sales people have the most experience selling that product, the organization may end up assigning less experienced people to this task — or worse, hiring and training new people — when the required competencies are close at hand.

Effective management requires an ability to thoroughly document the skill sets and capabilities that a diverse employee population offers, coupled with the means for managers to view those competencies across different dimensions, for example, by geography, business unit, or category of expertise.

A growing number of organizations have implemented a web-based inventory of skills and competencies for use in workforce planning at the enterprise or line-of-business level. Skills data for individuals can be used for purposes of employee development, career planning, performance management, and scheduling.

Automated gap analysis can even identify a mismatch between an employee's capabilities and job responsibilities — insight that can be used to identify training and development needs or guide the employee to a more challenging and satisfying position.

On a short-term basis, technology can help managers consistently and accurately match skills to tasks. Integrating labor forecasting with scheduling helps ensure that staffing matches demand, preparing the organization to keep labor costs as low as possible while also maximizing revenues (e.g., production, sales, etc.).

Benefits utilization — Invest in what your employees value today

To attract and retain talent, organizations must continually fine-tune their rewards package. Over the past decade, benefits have become an increasingly large portion of the overall rewards package from the perspective of organizational investment. Recent exponential increases in healthcare costs now combine with employees' desires for a broad and deep mix of diverse benefits. HR professionals are challenged to craft an offering that can retain diverse talent while also controlling benefits costs.

To support this goal, organizations need visibility into benefit utilization trends and insight into how well the current offering satisfies employees. How widely are different benefit options being used? What are the characteristics of the employees using them? What are the employees seeking that the company doesn't offer today? And how much are those benefits worth to them? To manage this complexity, total rewards professionals need access to analytical tools that allow them to project "what-if" scenarios for various benefit options, evaluate related costs, and balance against employee satisfaction factors.

Solution attributes you can't do without

Beyond these functional capabilities, a human resources management solution needs to embody other key attributes. Most notably, individual applications should be fully integrated with each other and be easily integrated with business applications, allowing relevant data from any corner of the enterprise to be incorporated into human resources management processes in a transparent fashion.

From integration, many fundamental benefits flow:

- *Data is consistent, accurate, and up-to-date*, enabling users to make informed decisions based on reliable information.
- *Visibility into the overall workforce is greatly enhanced*. Managers can access different views of the workforce — for example, looking at individual business units or geographies, or comparing skills requirements to available skill sets — to better understand workforce strengths, weaknesses, and areas requiring investment.
- *There is a single, consistent view of each employee*. Replacing the multiple identities that proliferate within separate applications, there is a single comprehensive view of each employee that spans applications. This makes it easier for employees and managers to view all dimensions of the employee relationship. It also reduces costs related to keeping multiple applications up-to-date.

Additionally, the human resources management environment should be user-friendly and web-based so that employees can easily access the information and tools they need to do their jobs and manage their relationship to the organization, regardless of time or place: office, airport, home, hotel, or the shop floor.

The key is to make the toolset and the technologies suit how the employees work, not ask the employees to match their usage to what the system requires. If employees perceive the system as being cumbersome or inconvenient, they will rely more heavily on their managers and HR staff to answer routine questions, pulling those people away from other duties and causing bottlenecks. Users will also place a burden on the help desk, seeking assistance with login procedures and forgotten passwords. These are the indirect costs that decrease overall productivity and negate the potentially significant cost savings that technology can deliver.

For line management, the human resources toolset must be seen as a management tool that is less about HR and more about highly effective people management that drives organizational performance. High adoption levels require ease of use and workflows that mirror how managers really work. Also, a critical precursor to the success of any technology implementation is ensuring that processes are improved and optimized before automating to make them as simple, quick, and “painless” as possible for managers.

Enterprise-Class Performance is a Prerequisite

Rounding out the list of requirements, a human resources management solution must meet the rigorous demands of today’s complex enterprise environments while ensuring a low total cost of ownership. A solution should be scalable to accommodate a fast-growing employee population and multiple business units, and it should support incremental, phased deployment to minimize budget impact and disruption to work routines.

Once a solution is in place, it should be easy to support, even for mid-sized organizations, where IT resources may be constrained. Lastly, the technology needs to be robust and reliable, helping to ensure that key processes are highly available.

Conclusion

While the industrial model of human resources management prevailed through the late 20th century, the subsequent rise of a global, knowledge-based economy has created a far different set of requirements for managing the workforce of the 21st century.

To sustain a position of leadership and financial success, organizations must be able to attract, motivate, and retain a talented workforce encompassing diverse skills and perspectives — and deploy those talents in a way that maximizes business impact. The surest way to accomplish this is by offering employees a flexible package of compensation, benefits, work conditions, career development opportunities, and work/life choices that can be customized to suit each employee's aspirations and preferences.

With the increased flexibility and choice, however, comes the need to manage greater complexity. Recognizing that traditional methods of human resources management are poorly suited to the challenge, many organizations are implementing integrated human resources management solutions that leverage the power of technology to manage all aspects of the workforce in close alignment with corporate goals, strategies, and policies.

In evaluating potential solutions, organizations need to consider the functional capabilities a solution delivers, the level of data integration it offers, and its ease of use — factors that will dramatically affect the success of the solution and its positive impact on the business.

About Kronos

Kronos Incorporated is the most trusted name in workforce management. Kronos helps organizations staff, develop, deploy, track, and reward their workforce, resulting in reduced costs, increased productivity, better decision-making, improved employee satisfaction, and alignment with organizational objectives. More than 20 million people use a Kronos solution every day. Learn more about Kronos' high-impact enterprise solutions at www.kronos.com.



Improving the Performance of People and Business™

Kronos Incorporated 297 Billerica Road Chelmsford, MA 01824
(800) 225-1561 (978) 250-9800 www.kronos.com

©2005, Kronos Incorporated. Kronos and the Kronos logo are registered trademarks, and "Improving the Performance of People and Business" are trademarks of Kronos Incorporated or a related company. All other product and company names mentioned are used for identification purposes only and may be the trademarks of their respective owners. All specifications are subject to change. All rights reserved.

1538-05 Rev. A