Bottom Line Results from Strategic Human Resource Planning

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Preface

This volume is the proceedings of a symposium entitled "Bottom Line Results from Strategic Human Resource Planning" which was held at Salve Regina University, Newport, Rhode Island on June 11-14, 1991. The meeting was sponsored by the Research Committee of the Human Resource Planning Society (HRPS).

In developing the agenda, the Research Committee continued the approach used in previous HRPS research symposia. The focus of these meetings is on the linkage of the state-of-practice with the state-of-the-art. Particular attention was placed on research studies which were application oriented so that member organizations can see examples of ways to extend current practices with the knowledge presented by the applications.

The meeting had sessions on: (1) The Strategic Role of Human Resources, (2) Globalization, (3) Downsizing, (4) Quality as a Strategic Human Resource Issue, (5) Forecasting Human Resource Needs, and (6) Managing People to Build Competitive Advantage. Twenty six papers were presented with discussion periods at appropriate points in the meeting. This volume contains twenty two of these papers along with an introductory paper. A short summary is also provided at the beginning of each major subdivision into which the papers are arranged.

Thanks are in order for all who contributed to the success of the meeting. First, acknowledge should be given to the members of the Research Committee who provided assistance in preparing for the meeting and in reviewing the papers which appear in this volume. These research committee members include: Lee Dyer, Charles Fay, Normand Green, Walter Griggs, Gerald Groe, Michael Hawkins, Richard Niehaus, Karl Price, David Schweiger, Carol Schreiber, and Jo Ann Verdin. Excellent help through all phases of the development and execution of the meeting was provided by the HRPS Executive Director, Steve Noble. Helpful suggestions concerning the proceedings as well as with meeting arrangements were ably provided by Joan Kasper, Ellen Gordon and other members of the HRPS staff.

Helpful editorial assistance was provided by Patricia Vann at Plenum Press in all phases of the development of this volume. Very helpful suggestions concerning the layout and production of the book was provided by Gregory Safford at Plenum.

Particular thanks should be given to the Chairman of the Research Committee, Normand Green. A special debt is owed to Salve Regina University which provided for every need during the course of the symposium. Special appreciation is due to our wives for their patience and encouragement.

Richard J. Niehaus
Karl F. Price

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