



Naomi Lee Bloom

BLOOM & WALLACE

13300-56 S. Cleveland Ave. □ Suite 404 □ Fort Myers, Florida 33907 USA
(239) 454-7305 □ Fax (239) 454-9187 □ naomibloom@mindspring.com

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Naomi Lee Bloom, the Managing Partner of Bloom & Wallace, is a renowned consultant, analyst, thought leader, and independent voice throughout the HRM delivery system (HRMDS) industry. Her specialty is the application of HR technology and innovative service delivery models to achieve breakthroughs in organizational business outcomes. Leveraging a considerable body of intellectual property, Ms. Bloom works as a change agent and HRMDS planning coach for large corporate clients, as an advisor on business strategy and product/service design to HRM software vendors and outsourcing providers, and as a provider of competitive insight and due diligence services to the investment community. She brings to this work proven HRM delivery systems planning methodologies and a wealth of task "starter kits", including the only vendor-neutral HRM Business Model "Starter Kit", which has been licensed to many HRM software and BPO vendors as a key input to their platform and service delivery designs. Ms. Bloom's current research interests include: (1) the delivery system enablers for the full range of human resource and enterprise performance-enhancing practices; (2) comprehensive and point solution HRM software, SaaS and BPO; (3) business outcomes-focused, competency-centric, strategic human resource management (aka talent management) practices; (4) the impact on and use of social technology in HRM; and (5) putting automated intelligence everywhere in the HRM delivery system. A frequent speaker, author, and advisory board member, Ms. Bloom has been a columnist and feature article author for HRO Today and HRO Europe since the magazines' inception in January, 2003, and she is the author of Human Resource Management and Information Technology: Achieving a Strategic Partnership, published in 1994. In 1995, Ms. Bloom's contributions to the industry were recognized with IHRIM's Summit Award, and in each of 2004, 2005, 2006, 2007, 2008 and 2009 (every year since its inception), she has been named an HRO Superstar by HRO Today Magazine. Ms. Bloom's undergraduate degree is from the University of Pennsylvania; she holds an MBA from Boston University. Bloom & Wallace is Ms. Bloom's solo consultancy, founded in 1987, before which, beginning in 1977, she was a senior principal with American Management Systems (now owned by CGI).

Ms. Bloom's engagements and clients have included:

- Expert resource on the HRM business model, desired HRMDS architecture and HRMDS industry to **Accenture**, **ADP**, **Advantec**, **BMS** (now **ADP**), **ARINSO** (now **NorthgateArinso**), **Authoria**, **Bell Atlantic**, **Bridgestream**, **bSwift**, **Ceridian**, **Cyborg** (now **Accero**), **Deploy Software** (now **Kronos**), **Exult** (now **Hewitt**), **Firstdoor** (now **Enwisen**), **Frontline Software**, **Genesys/PeopleComeFirst** (now **Salary.com**), **Genpact**, **Gevity**, **Icarian** (now **Workstream**), **Infotronic**, **Integral/InPower** (now **PeopleStrategy**), **Kadiri** (now **Workstream**), **Kronos**, **Lotus Interworks**, **Mellon HR and Investor Solutions**, (now **ACS** and soon **Xerox**), **Mercer**, **Meta4**, **Microsoft Business Solutions**, **Motif**, **Oracle**, **PeopleBase**, **PeopleSoft** (now **Oracle**), **ProBusiness** (now **ADP**), **Ramco**, **Rebus** (now **NorthgateArinso**), **Resumix** (now **Yahoo**), **Salary.com**, **SAP**, **Sapien**, **Softscape**, **Tesseract** (now **Empagio**), **TMP/Monster.com**, **Ultimate**, **UnumProvident**, **USInternetworking** (now **AT&T**), **Workday**, **WorkforceLogic**, and **Workscape**, many of which have licensed B&W's HRM Business Model "Starter Kit."
- Expert resource on the HRM delivery system industry, especially on HRM outsourcing, to **Technology Holdings** and on behalf of their M&A clients.

- Expert resource on the HRM delivery systems industry, especially on HRM software and outsourcing, under retainer to **General Atlantic Partners** and in support of their portfolio companies.
- Expert resource to the HRM strategy and HRMDS planning and design activities (including software and outsourcing evaluations) of many large, complex enterprises, including: **British Petroleum (BP)**, the leading global integrated energy company and pioneer in integrated HRM BPO; **Chevron**, one of the country's largest, integrated energy companies; **Cisco**, the Internet infrastructure company; **General Mills**, a preeminent food products company; **Harrah's**, a gaming and hospitality company; **Harvard University**, the preeminent American institution of higher learning; **H-E-B**, a very large, privately-held retailer; **IDEXX**, a rapidly growing biotech company; **International Paper**, a large, integrated forest products company; **Intermountain Health Care**, a multi-state health care provider; **The Limited**, a major multi-brand retailer; **ManPower**, a global temporary services firm; **McCain Foods**, a large, global frozen food company; **Metropolitan Life**, a major now public insurance company; **Nokia**, the wireless communications company; **O'Charley's**, a neighborhood, full-service restaurant chain; **Pennzoil**, a major petroleum exploration, production and refining company; **Providence Health System**, the very large multi-state, multi-mode health care provider in the Pacific Northwest; **Suncor**, an integrated Canadian energy company; the **United States Postal Service**; and the **Department of Veteran's Affairs**.
- Primary consulting resource during its formation to the **HR-XML Consortium**, the non-profit group which is developing XML data exchange standards for the HRM delivery system industry. Ms. Bloom provided scoping documents and domain-specific discussion drafts, based upon her HRM Business Model "Starter Kit," to the Consortium's working groups.

Other projects as a solo practitioner have included:

- Provided methodology, tools and coaching to **Reynolds Metals Company's** initiative to redefine the role of employees, managers and staff professionals in light of their changing business strategies, to express those roles via a formal model of the people management business area, and then to determine how best to make that model operational via change management, redesigned programs and a new human resource management delivery system (HRMDS).
- Led **ALCOA**, one of the largest international metals extraction, smelting and manufacturing firms, through an HRM business reengineering and systems planning project. This client used Bloom & Wallace's methodology to develop a reengineered model of the HRM business under study and then to determine how best to deliver that model using open, distributed, client/server architectures with true source data capture and access. After the systems plan was approved, Ms. Bloom was retained as a project "reviewer" and program management consultant to selected implementation projects, including SAP-based manufacturing systems.
- Assisted **Fairfax County Public Schools**, one of the ten largest school districts in the U.S., to evaluate the effectiveness of their use of information and information technology and to develop an action plan for increasing that effectiveness and undertaking an enterprise-wide business reengineering effort. Also helped introduce specific changes to the management of IS, e.g. adoption of an IE life cycle and introduction of universal E-Mail.
- Led **Hewlett-Packard**, one of the world's largest computer hardware and instrument manufacturers, through a major, cross-functional HRM delivery systems planning project. After the systems plan was approved, Ms. Bloom was retained as an implementation project "reviewer" and program management consultant. This project, which used Ms. Bloom's systems planning methodology, achieved breakthrough leverage through the application of IT to people management. After completion of this project, Ms. Bloom was again retained to help address next generation delivery systems issues.
- Advised **Bank of America** on an upgrade/replacement strategy for its core HRMS software. A key element in this strategy was the development of an HRMS concept, including how best to address the HRMS' organizational, plan/procedural and information technology objectives. After evaluating package, custom and outsourcing software options, the strategy team evaluated and recommended an overall HRMS alternative on the basis of a rigorous cost/benefit analysis and how well it would fulfill the concept.
- Expert resource to the **University of Rochester**, a major, private research-oriented university, on how best to update/replace their portfolio of aging administrative applications. Key issues included the pervasiveness of the century date problem, downsizing to an open client/server architecture, and the development of analytical frameworks for buy vs. build and cost vs. benefit comparisons.

- Educated intellectual property litigation attorneys with **Kindel & Anderson**, a major West Coast law firm, on issues of applications software architecture and functionality. The focus here was on helping the attorneys understand how applications software is designed, constructed and used.
- Led **CIBA-GEIGY**, a major research-oriented chemical and pharmaceuticals company, through development of a business area model and then an overall business area systems strategy. This project also used Ms. Bloom's objectives-driven systems planning methodology.
- Led the HRMS project teams at two major insurance companies, **UNUM** and **Connecticut Mutual**, through strategic systems planning, including logical data and process modeling of user needs and a current situation assessment, as the critical first step in developing more highly automated human resource management systems. With complete HRMS strategies upon which to build, each client launched a coordinated series of implementation projects.

As a senior principal with **American Management Systems (AMS)**, where she worked from 1977 to 1986, Ms. Bloom established and directed the firm's Federal human resource systems consulting (HRCS) practice. She was responsible for acquiring and supervising all HRCS projects, acquiring and developing specialized staff, developing and executing the practice's business strategy, and ensuring the quality and consistency of all practice projects and proposals. Major Federal HRCS projects included work with the **Department of Army, Federal Deposit Insurance Corporation (FDIC), Department of Interior (DOI), Environmental Protection Agency (EPA), Department of Transportation (DOT), U.S. State Department, U.S. Information Agency (USIA), Office of Management and Budget (OMB)**, and the **U.S. Selective Service System**. Prior to forming HRSC, she led AMS initiatives in HR systems in public and private sectors, to include major projects with **Boise Cascade Corporation, the District of Columbia, New York City's Health and Hospitals Corporation, and Marine Midland Bank**. Ms. Bloom also provided analytical support to many other human resource systems consulting projects, including work with **New York City**, several international agencies of the **United Nations**, the **State of Louisiana**, and **Pennsylvania's Department of Transportation**. She also handled projects with **Citibank's** Private Banking Division, Money Market Division, and Corporate Customer Marketing Division, and developed the concept for a minicomputer-based payroll/personnel system for **Sante Fe International**.

From 1967 to 1977, Ms. Bloom held a wide range of information systems and EDP audit positions, beginning as a programmer/analyst with John Hancock Life Insurance Company in 1967. She designed, developed, implemented, maintained and audited financial, marketing, payroll/personnel, manufacturing, inventory management and order processing systems. In 1973, she developed one of the first courses in EDP Auditing for the University of California at Santa Cruz and, from 1973-1976, she was the managing partner of a small firm engaged in EDP audits and related systems consulting. From 1975 to 1977, as the Manager of Computer Services for a behavioral science research institute, Ms. Bloom was responsible for all research-related data processing and providing information technology support to 80 researchers.

EDUCATION Boston University -- M.B.A., Finance and Accounting Systems
 University of Pennsylvania -- B.A., English Literature

PROFESSIONAL CONTRIBUTIONS

A frequent speaker, Ms. Bloom's 2009/2010 speaking engagements include:

LIVE

- Member of the September 30 - October 2, 2009 industry analyst panel at HR Executive Magazine's twelfth annual HR Technology Conference at McCormick Place in Chicago. Ms. Bloom has been an invited member of the industry analyst panel at this conference every year since its inception in 1998, the only such panelist at all twelve conferences. She also presented the closing keynote address at that conference and hosted an "Ask the Expert" session.
- Moderated a panel discussion, "Getting SaaSy—Is This the New Face of HRM Software?" at HRO Summit North America 2009, October 20-22, 2009.

ON THE WEB

- Panelist on Workday's 2009 Predictions Webinar, February 3, 2009.
- Presenter of a Webinar sponsored by Workday, "HRM Service Delivery At The Crossroads," August 25, 2009.
- Interviewee on the Bill Kutik Radio Show #39, October 14, 2009.

- Panelist on a podcast produced by Michael Kringsman, "Enterprise unplugged: Riffing on failure and performance," with Menshad Bardoliwalla, November 9, 2009.
- Presenter of a Webinar sponsored by HRE and Workday, "Preparing to Lead the Recovery," November 19, 2009.
- Panelist on a webinar sponsored by Workday, "Predict and Prepare 2010," scheduled for December 8, 2009.
- The presenter of a webinar sponsored by Lawson, scheduled for March 9, 2010.
- The presenter of a webinar sponsored by ADP, scheduled for April 8, 2010.

In addition to being quoted widely in such publications as HR Magazine, Workforce Magazine and HR Executive Magazine, Ms. Bloom's representative publications include:

- "Tech in Bloom: Go Configure," HRO Today, November 2009, p. 66.
- "Tech in Bloom: Configuration Construct," HRO Today, October 2009, p. 78.
- "Tech in Bloom: The Triumph Of Multi-Tenancy," HRO Today, September 2009, p. 50.
- "Tech in Bloom: Yes, We Do Need BPO Even When We Have SaaS," HRO Today, July-August 2009, p. 68.
- "System-of-Record: Human Resource Management (HRM) Service Delivery at a Crossroad," white paper published in conjunction with Workday, June 16, 2009.
- "Tech in Bloom: If We've Got SaaS, Do We Need BPO?" (part 2) HRO Today, June 2009, p. xx.
- "Tech in Bloom: If We've Got SaaS, Do We Need BPO?" HRO Today, May 2009, p. 49.
- "To ERP Or Not To ERP, Part II: Thinking Talent Management," HRO Today, April 2009, p. 14.
- "To ERP or Not to ERP: Is That The Right Question?" HRO Today, March 2009, p. 14.
- "Tech in Bloom: Think Twice Before Your Twitter," HRO Today, January-February 2009, p. xx.
- "Tech in Bloom: We'd Love to Skip 2009!" HRO Today, December 2008, p. 65.
- "Tech in Bloom: The Tower of Babel in HRO," HRO Today, November 2008, p. 54.
- "Tech in Bloom: Following the Yellow Brick Road, Part II," HRO Today, September 2008, p. 49.
- "Tech in Bloom: Following the Yellow Brick Road, Part I," HRO Today, July/August 2008, p. 76.
- "Tech in Bloom: The Future of HRM Service Delivery, Part II," HRO Today, June 2008, p. 53.
- "Tech in Bloom: The Future of HRM Service Delivery, Part I," HRO Today, May 2008, p. 52.
- "Tech in Bloom: Does Amazon Have a Call Center?" HRO Today, April 2008, p. 67.
- "Tech in Bloom: The Time Has Come for Retirement," HRO Today, March 2008, p. 60.
- "An Industry Gone Wild on HRM Technology Deployment," HRO Today, January/February 2008, p. 37.
- "Tech in Bloom: Five Years and 50 Columns Later, An Examination of HRO Progress," HRO Today, December 2007, p. 68.
- "Tech in Bloom: Next-gen HRMS Upgrades Pose Thorny Dilemma for BPO Vendors," HRO Today, November 2007, p. 50.
- "Tech in Bloom: Start As You Mean To Go On, Part II," HRO Today, October 2007, p. 112.
- "Tech in Bloom: Start As You Mean To Go On, Part I," HRO Today, September 2007, p. 52.
- "What's Love (or Standardization) Got To Do With It?," HRO Today, July/August 2007, p. 63.
- "Tech in Bloom: The Middle Market Is Bipolar!," HRO Today, June 2007, p. 49.
- "Tech in Bloom: It's All About the Models," HRO Today, May 2007, p. 58.

- "Tech in Bloom: Weighing SOA and Web Services: The IFs, ANDs, and BUTs, Part II," HRO Today, April 2007, p. 65.
- "Tech in Bloom: Weighing SOA and Web Services: The IFs, ANDs, and BUTs, Part I," HRO Today, March 2007, p. 59.
- "Tech in Bloom: The Parallels of BPO and Dieting," HRO Today, January/February 2007, p. 54.
- "In Selecting Technology, Consider the Home Team Versus the Away Team," HRO Europe, Winter 2007, p. 39.
- "Tech in Bloom: Lies, Damned Lies, and Statistics: How Research is Manipulated," HRO Today, December 2006, p. 68.
- "Tech in Bloom: It's The Technology, Stupid!" HRO Today, November 2006, p. 71.
- "Tech in Bloom: Show Me The Money!" HRO Today, October 2006, p. 123.
- "Moving HRO Beyond Self-Service to a State of Self Sufficiency," HRO Europe, Fall 2006, p. 47.
- "Re-emphasizing the One-to-many Model when Pondering Technology," HRO Europe, Summer 2006, p. 28, and HRO Today, September 2006, p. 52.
- "Tech in Bloom: It's Not Just About Technology: Look at Pipeline and Problems," HRO Today, July/August 2006, p. 76.
- "Tech in Bloom: Not Just About Technology (Part 4)," HRO Today, June 2006, p. 56.
- "Tech in Bloom: Not Just About Technology (Part 3)," HRO Today, May 2006, p. 76.
- "Tech in Bloom: It's Not Just About Technology (Part 2)," HRO Today, April 2006, p. 82.
- "Tech in Bloom: It's Not Just About Technology (Part 1)," HRO Today, March 2006, p. 70.
- "Tech in Bloom: Using Metrics to Determine the Nature of HR Activities," HRO Today, January/February 2006, p. 64.
- "Tech in Bloom: Unearthing Meaningful Metrics," HRO Today, December 2005, p. 72.
- "Tech in Bloom: Lies, Damn Lies, and Metrics, Apologies To Mark Twain (Part III)," HRO Today, November 2005, p. 65.
- "Tech in Bloom: Model Behavior," HRO Today, October 2005, p. 110.
- "Tech in Bloom: Lies, Damn Lies, and Metrics," HRO Today, September 2005, p. 56.
- "Tech in Bloom: Three Times the Charm," HRO Today, July/August 2005, p. 62.
- "Tech in Bloom: Answers to the "Why Aren't We...?" Questions," HRO Today, June 2005, p. 56.
- "Tech in Bloom: If Your Only Tool Is a Hammer, Every Challenge Looks Like a Nail," HRO Today, May 2005, p. 56.
- "HRM Business Process Outsourcing Runs on Software: Ignore that Software at Your Own Risk!," white paper published in conjunction with Workscape, April 2005.
- "Tech in Bloom: To Outsource or not to Outsource, These Are the Final Questions" (Part 3), HRO Today, April 2005, p. 82.
- "Outsourcing: Brave New World," Human Resource Executive, March 2, 2005, p. 38. (An extended interview of Ms. Bloom by Andrew McIlvaine.)
- "Tech in Bloom: To Outsource or not to Outsource" (Part 2), HRO Today, March 2005, p. 43.
- "Tech in Bloom: To Outsource or not to Outsource, These Are the Questions" HRO Today, January/February 2005, p. 57.
- "Tech in Bloom: Would You Like Fries With That?" HRO Today, December 2004, p. 68.
- "Historical Inevitability" Human Resource Executive, November 2004, pp. 28-31.

- "Tech in Bloom: Hello, May I Take Your Order?" HRO Today, November 2004, p. 51.
- "Tech in Bloom: Build Versus Buy Redux," HRO Today, October 2004, p. 109.
- "Tech in Bloom: A Stroll Down Memory Lane, Part 2," HRO Today, September 2004, p. 60.
- "Tech in Bloom: A Stroll Down Memory Lane," HRO Today, July/August 2004, p. 51.
- "Tech in Bloom: You're Changing What?," HRO Today, June 2004, p. 68.
- "Tech in Bloom: One If by Land, Two If by Sea!" HRO Today, May 2004, p. 60.
- "The What, Why, and Why Not of HR Outsourcing," in Out of Site: An Inside Look at HR Outsourcing, IHRIM Press, 2004, pp. 81-93.
- "Tech in Bloom: Strategic HRM Is What Matters -- Part II," HRO Today, April 2004, p. 74.
- "Tech in Bloom: Strategic HRM Is What Matters," HRO Today, March 2004, p. 68.
- "The What, Why and Why Not of HRM Outsourcing," IHRIM Journal, January/February, p. 29.
- "Tech in Bloom: The Tower of Babel in HRM," HRO Today, January/February 2004, p. 62.
- "HR Technology Trends 2004," HRO Today, December 2003, p. 34.
- "Tech in Bloom: Best Practices Part II," HRO Today, December 2003, p. 42.
- "Tech in Bloom: Software Scenarios for Starters," HRO Today, December 2003, p. 43.
- "Be Prepared When Your CEO Asks "Why Don't We Outsource HR?""", in Heads Count - An Anthology for the Competitive Enterprise, Peoplesoft, Inc., November 2003, p. 131.
- "Tech in Bloom: Best Practices Part I," HRO Today, November 2003, p. 64.
- "Tech in Bloom: Software is Key to HRO Part II," HRO Today, October 2003, p. 32.
- "Tech in Bloom: Software is Key to HRO Profits," HRO Today, September 2003, p. 38.
- "Tech in Bloom: Scenarios to the Left of Us...," HRO Today, July/August 2003, p. 41.
- "Tech in Bloom: Self-Service -- What is Real? Part 2," HRO Today, June 2003, p. 95.
- "Tech in Bloom: Self-Service -- What is Real?" HRO Today, May 2003, p. 76.
- "Tech in Bloom: Scenes from an HRO Marriage," HRO Today, April 2003, p. 58.
- "Tech in Bloom: Are You on the Same Page?" HRO Today, March 2003, p. 56.
- "Tech in Bloom: The Start of Something Big," HRO Today, January/February 2003, p. 55.
- "Be Prepared -- These Questions Are Coming Your Way," IHRIM.link, June/July 2001, pp. 22-28 and August/September 2001, pp. 24-28.
- "In Search of Intelligent Self-Service," IHRIM Journal, Volume V, Number 2, April-June 2001, pp. 53-61.
- "In My Opinion: The More Things Change, The More They Remain The Same," IHRIM.link, April/May 2000, p. 66-68.
- "KSAOCs Matter," IHRIM.link, December/January 1997, pp. 14-20.
- "Couldn't We Just Add A GUI And Distribute Data Entry?" HR/PC, October 1-November 15, 1993, pp. 6-10.
- "So You Want To Be An HR Systems Professional," HRSP Review, June/July 1993, pp. 5.
- *Human Resource Management and Information Technology: Achieving a Strategic Partnership*, Naomi Lee Bloom's Learning Products, 1992.
- "Confessions of a Witch Doctor," HRSP Review, June/July 1992, pp. 21-25.

- "Getting Ready for the Year 2000: Not with A Whimper But With A Bang!" HRSP Data-link, Summer 1992, pp. 1 and 6.
- "It's Later Than You Think!" HRSP Review, April/May 1992, p. 6.
- "Q&A: Everything You Wanted To Know, But . . ." excerpts from a session at the 1991 HRSP Annual Conference led by Naomi Lee Bloom, HRSP Review, August/September 1991, pp. 9-12.
- "HRMS: Strategic Asset or Liability?" Part II, HRSP Review, February/March 1991, pp. 24-29.
- *Handbook of Human Resource Information Systems*, Editor Albert L. Lederer, Warren, Gorham & Lamont, 1991, Boston, author for Chapter 1: "Corporate Needs For HR Information." Also, author of Chapter 6: "Emerging Techniques in HR Systems Planning" in the *1992 Supplement* and Chapter 1: "Business Process Reengineering" in the *1993 Supplement*.
- "HRMS: Strategic Asset or Liability?" Part I, HRSP Review, December/January 1990-91, pp. 8-12.
- "There Must Be An Easier Way To Earn A Living," HRSP Review, Summer 1990, pp. 14-21.
- "Select The Right Manager For Success," Personnel Journal, August 1989, pp. 77-80.
- "The Human Resource Management (HRM) Business Model," HRSP Review, Summer 1989, pp. 13-16.
- "In Search Of: A Model for All Cases," Computers In Personnel, Summer 1989, pp. 36-38.
- "HRMS - The Next Generation," HRSP Review, Spring 1989, pp. 17-19.
- "In Search Of: Common Ground Between Customer Desires and Vendor Delivery," Computers In Personnel, Spring 1989, pp. 47-50.
- "In Search Of: Reliable Master Tables," Computers In Personnel, Fall 1988, pp. 56-60.
- "Case Management: HR Application of Finite State Processing," HRSP Review, Summer 1988, pp. 9-11.
- "HRMS Planning Pays Off -- Down-To-Earth Strategies for Your System's Success," Personnel Journal, April 1988, pp. 65-70.
- "Selecting and Supervising an HRMS Project Manager," HRSP Review, Spring 1988, pp. 9-12.
- "In Search Of: A Well-Behaved HRMS," Computers In Personnel, Spring 1988, pp. 53-55.
- "Customer Expectations & Vendor Delivery," HRSP Review, Winter 1988, pp., 6-9.
- "In Search Of: No Easy Answers for Benefits Automation," Computers In Personnel, Winter 1988, pp. 55-59.
- "In Search Of: Prince of the System," Computers In Personnel, Fall 1987, pp. 51-54.
- "In Search Of: Selling Senior Management," Computers In Personnel, Summer 1987, pp. 46-48.
- "In Search Of: Picking Winners," Computers In Personnel, Spring 1987, pp. 50-52.
- "In Search Of: Smart Shopping," Computers In Personnel, Winter 1987, pp. 62-66. N.B. This was the first edition of Computers In Personnel and the first of a series of quarterly features that Ms. Bloom wrote until the journal was discontinued in 1989.
- "Secret to cutting backlog? Write less code...," Computerworld Special Report, May 28, 1984, pp. SR/46-50.
- "Avoiding the 'package trap'," with Richard Schneider, Computerworld Special Report, January 30, 1984, p. SR/2.
- "Writing less code: An approachable ideal," AFIPS, Proceedings of the National Computer Conference (Volume 52), 1983, pp. 5-9.
- "Complex business systems: A strategy for success," AFIPS, Proceedings of the National Computer Conference (Volume 51), 1982, pp. 539-547.

- “The New Literacy: An Introduction to Computers,” an Annenberg Center for Public Broadcasting college-level television course distributed nationally over PBS channels -- lecturer for episodes 15, 17 and 19.

HONORS AND AWARDS

1995 IHRIM Summit Award
2004, 2005, 2006, 2007, 2008, 2009 HRO Today Magazine “HRO Superstar”

EMPLOYMENT

Bloom & Wallace -- Managing Partner (1987-present)
American Management Systems, Inc. -- Senior Principal (1977-1986)