How to Measure Human Resource Management
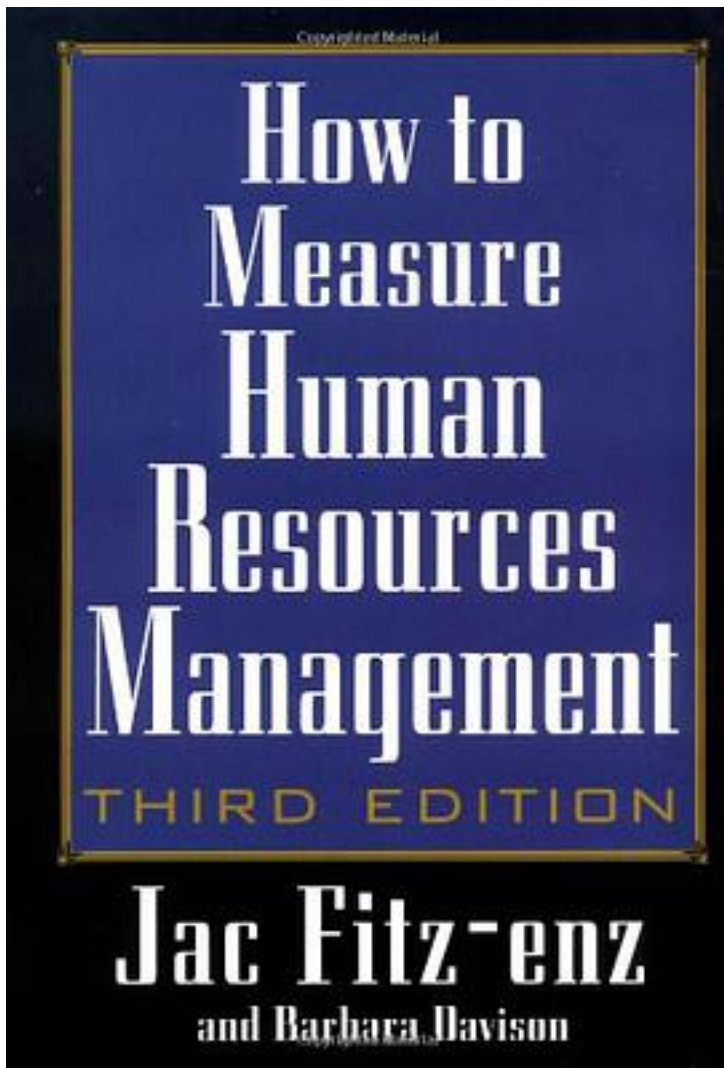
How to Measure Human Resource Management_下载链接1_

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Once thought of simply as the place where employee records are kept, today's human resources department has evolved into a manager of human capital. However, HR faces challenges - among them providing necessary services at competitive cost, enhancing productivity, and justifying budgets at a time when outsourcing firms threaten its very existence. Now more than ever, HR needs to position itself as a value-added partner that contributes to the strategic goals of its organization. This Third Edition of a human resources classic is the only book to provide a proven, quantifiable method for accurately measuring the productivity of all major HR functions. "How to Measure Human Resources Management" is nothing short of a must-have for HR managers - a tool that allows you to gauge the effectiveness of your department and communicate with senior management in the quantitative business language they understand.Thoroughly revised, this practical guide offers new chapters that show how to measure: intellectual capital; the effectiveness of the HR Web site - the employee handbook, retirement and benefits information, etc.; and, HR call centers and service centers. Now you can accurately measure virtually anything that needs measuring, from a specific task to the way your entire department is organized. You'll see how to support your managerial decisions - from how much HR staff is needed to how much to spend on HR services - with hard numbers obtained from easy-to-apply formulas and benchmark database examples. Authors Jac Fitz-enz and Barbara Davison expertly demonstrate how you can: evaluate all your human resources activities and costs, including: staffing, training, HRIS services, employee turnover, employee absence control, and the pay and benefits system; and, collect data on costs, time, and the quantity and quality of work.The book includes another new chapter on employee communications - which is at the heart of leading the new employee - as well as expanded coverage of the role of technology, now the driving force in HR management. The authors also offer guidance in linking HR activities to business objectives and, ultimately, to the organization's goals. In addition, they examine the future direction of HR and its likely prospects, problems, and payoffs in the new millennium. Direct, easy-to-follow, and remarkably insightful, "How to Measure Human Resources Management" is a resource no HR manager can afford to be without. Protect your HR department and prove its value with a measurement system that works.Is it cost-effective to add staff in a given area? Does a training program have a positive impact on costs and sales? How can you increase employee satisfaction and also benefit the organization? At a time when human resources managers are under great pressure to accurately measure job performance, defend their budgets against outsourcing, and even justify their own existence, answering questions like these is a necessary yet often difficult challenge. "How to Measure Human Resources Management" is designed to help HR managers confidently measure all major personnel functions and make tough decisions. From hiring and staffing, to compensation and benefits, to training and development, to employee relations and retention programs and more, you'll see how to better measure and manage overall HR productivity and service - confirming your role in giving your company a competitive edge.This completely updated Third Edition of a classic HR text provides a wealth of new information, including: measuring intellectual capital and Web-based HR systems; connecting compensation to revenues and expenses; keeping management satisfied with the hiring process; assessing the value of outsourcing and call centers; measuring the effect of leadership and management development; and, understanding the costs of and reasons for absenteeism and turnover. Use "How to Measure Human Resources Management" to show top management in quantitative terms how the HR function contributes to your company's bottom line.

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