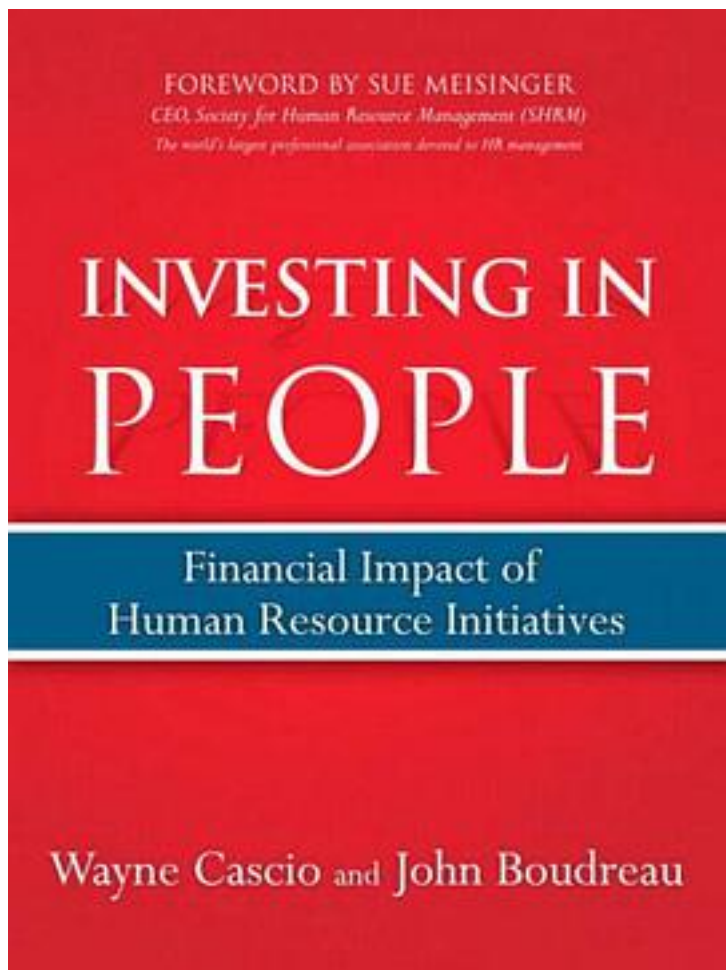


# Investing in People



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著者:Wayne F. Cascio

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A Logical, Proven Framework for Understanding the Economic Value of Human Resources Investments \*How to choose Human Resources investments that deliver

optimal strategic value--and eliminate those that don't \*Best-practice metrics and analysis techniques for talent management, performance management, health and wellness programs, and much more Investing in People introduces a breakthrough approach to Human Resources (HR) measurement that systematically aligns HR investments with organizational goals and helps make HR the true strategic partner it needs to be. Wayne F. Cascio and John W. Boudreau show exactly how to choose, implement, and use metrics to improve decision-making, optimize organizational effectiveness, and maximize the value of HR investments. You'll master crucial foundational principles such as risk, return, and economies of scale--and use them to evaluate investments objectively in everything from work/life programs to training. Cascio and Boudreau also introduce powerful ways to integrate HR with enterprise strategy and budgeting and for gaining commitment from business leaders outside the HR function.If you truly want "a seat at the table"--or if you want to keep the one you have--you'll find this book utterly indispensable. Free software available online You don't need to be a math wizard to get results from Investing in People! Visit [www.shrm.org/publications/books](http://www.shrm.org/publications/books) to access software that automates virtually all of this book's key formulas and calculations.Foreword xi Acknowledgments xiii About the Authors xiv Preface xv Plan for the Book xvii Chapter 1: Making HR Measurement Strategic 1 Chapter 2: Analytical Foundations of HR Measurement 21 Chapter 3: The Hidden Costs of Absenteeism 43 Chapter 4: The High Cost of Employee Separations 67 Chapter 5: Employee Health, Wellness, and Welfare 99 Chapter 6: Employee Attitudes and Engagement 125 Chapter 7: Financial Effects of Work-Life Programs 151 Chapter 8: Staffing Utility: The Concept and Its Measurement 171 Chapter 9: The Economic Value of Job Performance 195 Chapter 10: The Payoff from Enhanced Selection 223 Chapter 11: Costs and Benefits of HR Development Programs 245 Chapter 12: Talent-Investment Analysis: Catalyst for Change 271 Appendix A: The Taylor-Russell Tables 285 Appendix B: The Naylor-Shine Table for Determining the Increase in Mean Criterion Score Obtained by Using a Selection Device 297 Index 309

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# 书评

Read the 2008 version, therefore can't comment on the latest version's improvements wrt content and/or general editing.) Overall a competent book introducing the basic concepts in human capital analytics. It provides applicable analytic models, discusses ...

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