

Human Resource Information Systems By Kavanagh

Fundamentals of Human Resource Management: People, Data, and Analytics provides a current, succinct, and interesting introduction to the world of HRM with a special emphasis on how data can help managers make better decisions about the people in their organizations. Authors Talya Bauer, Berrin Erdogan, David Caughlin, and Donald Truxillo use cutting-edge case studies and contemporary examples to illustrate key concepts and trends. A variety of exercises give students hands-on opportunities to practice their problem-solving, ethical decision-making, and data literacy skills. Non-HR majors and HR majors alike will learn best practices for managing talent in today's ever-evolving workplace. A Complete Teaching & Learning Package SAGE Premium Video Included in the interactive eBook! SAGE Premium Video tools and resources boost comprehension and bolster analysis. Videos featured include Inside HR interviews where students can hear how real companies are using HR to gain competitive advantage, as well as SHRM and TEDTalk videos. Watch a sample on Measuring Training's Effectiveness. Interactive eBook Includes access to SAGE Premium Video, SAGE Business Case Collection, multimedia tools, and much more! Save when you bundle the interactive eBook with the Loose-leaf version. Order using bundle ISBN: 978-1-0718-1340-9. SAGE coursepacks FREE! Easily import our quality instructor and student resource content into your school's learning management system (LMS) and save time. Learn more. SAGE edge FREE online resources for students that make learning easier. See how your students benefit.

This book explores the identified research gap and new field of study of organizational reliability. It develops a definition and theoretical internal structure of the notion of organizational reliability as well as a theoretical background describing the structure of its three pillars, and it showcases a set of organizational solutions dedicated for the enhancement of organizational reliability. The book explores the idea that there are new capabilities needed in every organization: reliability capabilities aiming at enhancing and sustaining the reliability of entire organizations and reliability of management, information technology and human resources. The reliability capabilities are understood as the abilities to anticipate and explore potential and occurring hazards, prevent and resolve disruptions, and learn from the problems in order to maintain a proper organizational performance in both normal and abnormal situations. Based on these three pillars, the book concerns the issue of various organizational solutions in order to indicate a set of them, which supports obtaining and maintaining organizational reliability. The book is recommended reading for researchers, academics and students in the fields of management, and entrepreneurs trying to boost the reliability of their organizations.

Human resources departments spending half of their time administering their companies' HR plans ... Line managers with no access to records on either their own staff's performance, or even on their own department's success in meeting corporate goals ... Employees knowing precious little about the value or cost of their benefits packages... Just a few examples, but the message is clear: The vast majority of human resource information systems (HRIS) as they exist today are woefully inadequate for supporting productive personnel functions. As the twenty-first century approaches - and with it, ever-greater competitive pressures for increased performance at reduced cost, and faster, more efficient communication with less effort - it's plain that most American businesses desperately need a technological shot in their human resource arms. In this trailblazing book, Alfred J. Walker shows HR professionals how to move HRIS from its present back-office, record-keeping role to its rightful place as the central business technology of a winning organization. Based on principles Walker has successfully implemented at many of the nation's Fortune 100 companies, Handbook of Human Resource Information Systems leads you step-by-step through the stages necessary to fundamentally shift the focus of the HR function - by utilizing the HRIS more effectively, establishing it as a guiding force, and positioning your company for strategic advantage in the years ahead. The book begins by outlining the history of HRIS, its early and as yet largely unfulfilled promise, the basic principles of HRIS planning and development, and the enormous potential inherent in an "extended" HRIS that serves as the prime information and decision-support system for an entire organization. You'll then find practical guidance on the nuts-and-bolts issues of HRIS implementation, including how to develop and/or design HRIS to fit company needs, with an emphasis on analyzing work flow and re-engineering the work prior to automating tasks; manage the system for optimal organizational advantage, and involve users in ongoing development of HRIS; justify costs and allocate resources, with an eye toward immediate gains and long-range benefits; and change management structures to reflect your new HRIS environment, and plan for the future. Amply illustrated with many charts, tables, and examples, the Handbook of Human Resource Information Systems shows you how to do what the most forward-thinking businesses are already doing: Extending the reach of HRIS companywide to such critical areas as empowering line managers to be more effective, help with communications, interactive benefits, career development systems, and employee recruitment. In short, this pioneering book brings to life an idea whose time has come - and whose benefits are long overdue.

This book demonstrates that for businesses to thrive in today's economy, human resource managers must take on four new roles: human capital steward, knowledge facilitator, relationship builder, and rapid deployment specialist. Each role is discussed in detail using examples from leading businesses.

Quick introduction of new technology is essential to America's competitiveness. But the success of new systems depends on their acceptance by the people who will use them. This new volume presents practical information for managers trying to meld the best in human and technological resources. The volume identifies factors that are critical to successful technology introduction and examines why America lags behind many other countries in this effort. Case studies document successful transitions to new systems and procedures in manufacturing, medical technology, and office automation--ranging from the Boeing Company's program to involve employees in decision making and process

design, to the introduction of alternative work schedules for Mayo Clinic nurses. This volume will be a practical resource for managers, researchers, faculty, and students in the fields of industry, engineering design, human resources, labor relations, sociology, and organizational behavior.

Starting a journey on the new path of converging information technologies is the aim of the present book. Extended on 27 chapters, the book provides the reader with some leading-edge research results regarding algorithms and information models, software frameworks, multimedia, information security, communication networks, and applications. Information technologies are only at the dawn of a massive transformation and adaptation to the complex demands of the new upcoming information society. It is not possible to achieve a thorough view of the field in one book. Nonetheless, the editor hopes that the book can at least offer the first step into the convergence domain of information technologies, and the reader will find it instructive and stimulating.

Organizations have increasingly been introducing web-based applications for HRM purposes, and these are frequently labeled as electronic Human Resource Management (e-HRM). This title focuses on the theoretical developments within the field of e-HRM research and clarifies the need to crystallize a theoretical framework for e-HRM research.

The Human Resources Program-Evaluation Handbook is the first book to present state-of-the-art procedures for evaluating and improving human resources programs. Editors Jack E. Edwards, John C. Scott, and Nambury S. Raju provide a user-friendly yet scientifically rigorous "how to" guide to organizational program-evaluation. Integrating perspectives from a variety of human resources and organizational behavior programs, a wide array of contributing professors, consultants, and governmental personnel successfully link scientific information to practical application. Designed for academics and graduate students in industrial-organizational psychology, human resources management, and business, the handbook is also an essential resource for human resources professionals, consultants, and policy makers.

Public Human Resource Management: Strategies and Practices in the 21st Century offers a novel take on public human resource management (PHRM) by providing practical guidance for practitioners operating in a drastically reformed HR environment. Author R. Paul Battaglio assesses how the traditional practice of public HR has changed—and not necessarily for the better--by looking at new material on human resource information systems, managing motivation in the public sector, and public HR management education (a topic rarely found in contemporary PHRM texts). Public Human Resource Management is an essential guide to managing and navigating the challenges and opportunities posed in the changing landscape of HR reform.

This document provides a standard-based tool for health workforce planners and decision-makers developing an electronic system or modifying an existing health information system to count and document all health workers within national and subnational contexts. The minimum data set for health workforce registry provided in this document can be used by ministries of health to support the development of standardized health workforce information systems. The minimum data set allows standardization of data values within existing electronic human resources for health (HRH) information systems.

Owing to the revolution in information technology, the face of the contemporary workplace has changed and systems have been made more effective by introducing new techniques of Information Technology. In this book, we focus on HRM and how modern technology is helping in ensuring the effectiveness of HR functions. This would indicate that HRIS was viewed rather favorably as an administrative tool, but not a strategic one. This volume covers all these aspects. Topics discussed in the book include: Elearning tools in Higher education (Mudri system) Human Resource Information systems (HRIS) HRM Trends Organizational strategy using IT tools HRM Research/Innovation Talents and Skills Development management

This book provides an introduction to Human Resource Information Systems (HRIS) for those in the public administration field. At the intersection between human resource management and information technology, HRIS is often the key to having and maintaining the personnel data that is essential for hiring and recruitment, strategic planning and analysis, and legal requirements in most public organizations. This book describes what an HRIS system is, what the functionality of such a system should be, and outlines the practical aspects of an HRIS. It also compares the different aspects of human resources in public organizations, non-profit organizations, and private corporations, and how differences across organizations may influence the functionality requirements of the HRIS. Finally, the volume contains both an organizational theory component, which frames how an HRIS interacts with an organization both from a functional standpoint and a reporting standpoint. The book includes a practical component, which includes real-world case studies that illustrate the advantages and pitfalls to implementing an HRIS enterprise system. Providing a thorough introduction to HRIS for both academics and practitioners, this volume is appropriate for researchers, graduate students, and practitioners in the fields of public administration, higher education administration, information systems, computer science, and human resources.

Essentials of HRM combines a commentary on organizational behaviour with an explanation of human resource management techniques, and also acts as an introduction to industrial relations. It will prove an invaluable aid to those studying for professional qualifications, such as Membership of the Institute of Personnel Management or the Diploma in Management Studies, and for students on general business or social service courses. Equally, the practising manager will find this book a useful and practical guide.

Enterprise Systems have been used for many years to integrate technology with the management of an organization but rapid technological disruptions are now creating new challenges and opportunities that require urgent consideration. This book reappraises the implementation and management of Enterprise Systems in the digital age and investigates the vital link between business processes, information technology and the Internet for an organization's competitive advantage and success. This book primarily focuses on the implementation, operation, management and integration of Enterprise Systems with fastemerging disruptive technologies such as blockchains, big data, cryptocurrencies, artificial intelligence, cloud computing, data mining and data analytics. These disruptive technologies are now becoming mainstream and the book proposes several innovations that organizations need to adopt to remain competitive within this rapidly changing landscape. In addition, it examines Enterprise Systems, their components, architecture, and applications and enlightens readers on the benefits and shortcomings of implementing them. This book contains primary research on organizations, case studies, and benchmarks ERP implementation against international best practice.

This book is a comprehensive guide to the essential areas of health care human resources management, and is an immediately useful practical handbook for practitioners as well as a textbook for use health care management programs. Written by the authors of Handbook for the New Health Care Manager and Human Resources Management for Public and Nonprofit Organizations, the book covers the context of human resources management in the unique health care business arena from a strategic perspective includes SHRM and human resources planning, organizational culture and assessment, and the legal environment of human resources management. Managing volunteers and job analysis performance appraisal instruments, training and development programs, and recruitment, targeted selection and hiring techniques are covered. Compensation policies and practices, employer-provided benefits management, implementation of training and organizational development programs, as well as labor-management

relations for health care organizations and healthcare human resource information technology are covered, with practical examples and proven strategies amply provided in each chapter.

It's an exciting time to be in HR as scores of technologies, such as Watson, AI, predictive modeling, real-time data analytics, HR shared service centers, and others are being implemented at a rapid pace by HR leaders around the world every day. Digital HR expertly addresses the revolutionary trends and disruptive technologies to provide HR executives, managers, specialists, generalists, and students with a comprehensive and evidence-based guide to current technologies that enhance, enable, revitalize, and empower Human Resources. With practical insight, real-world case studies, tips and tools, recommendations, and additional resources, Waddill guides readers through each of the major technologies and addresses vital strategic and implementation issues.

This volume aims to critically reflect on the two-decades of the academic developments in the field of electronic HRM (e-HRM), and to analytically envisage its future developments. In this way, the volume greatly inform researchers, practitioners and university graduates about forthcoming developments in the field.

To remain competitive, businesses must consistently analyze and enhance their management strategies. By utilizing the latest technological tools in the corporate world, organizations can more easily optimize their processes. The Handbook of Research on Technology Adoption, Social Policy, and Global Integration is a comprehensive reference source for the latest scholarly perspectives on the integration of emerging technologies and computational tools in business contexts. Highlighting a range of topics such as micro-blogging, organizational agility, and business information systems, this publication is ideally designed for managers, researchers, academics, students, and professionals interested in the growing presence of technology in the corporate sector.

Human Resource Information Systems (HRIS) have become a crucial focus for management professionals. This cross-disciplinary book provides a thorough introduction to the field of HRIS, which combines two major management fields that impact the competitive advantage of companies—human resources and information systems.

Human Resource Information Systems: Basics, Applications, and Future Directions, Third Edition is a cross-disciplinary book that provides a thorough introduction to the field of Human Resource Information Systems (HRIS), a combination of two major management fields that impact the competitive advantage of companies—human resources and information systems. Unlike other HRIS textbooks that overwhelm students with technical info and jargon, Michael J. Kavanagh and Richard D. Johnson offer a balanced approach in dealing with HR and IT/IS issues by drawing from experts in both areas.

Human resources management is essential for any workplace environment and is deemed most effective when a strategic focus is in place to ensure that people can facilitate that achievement of organizational goals. But, effective human resource management also contains an element of risk management for an organization which, as a minimum, ensures legislative compliance. Human Resources Management: Concepts, Methodologies, Tools, and Applications compiles the most sought after case studies, architectures, frameworks, methodologies, and research related to human resources management. Including over 100 chapters from professional, this three-volume collection presents an in-depth analysis on the fundamental aspects, tools and technologies, methods and design, applications, managerial impact, social/behavioral perspectives, critical issues, and emerging trends in the field, touching on effective and ineffective management practices when it comes to human resources. This multi-volume work is vital and highly accessible across the hybrid domain of business and management, essential for any library collection.

The Encyclopedia of Human Resource Management is an authoritative and comprehensive reference resource with almost 400 entries on core HR areas and key concepts. From age discrimination, to zero hours contracts, each entry reflects the views of an expert and authoritative author. The terms included vary from singular concepts such as performance appraisal and industrial conflict, to organisational behaviour terms including organisational culture and commitment; and broader management terms such a resourcing and management development. Each entry provides a list of references and further reading to enable the reader to gain a deeper awareness and understanding of each topic. This book is an ideal companion to a standard HRM textbook, and both undergraduate and postgraduate students will find it to be of value. It will also be useful for academic researchers, HR practitioners and policy specialists looking for a succinct expert summary of key HR concepts.

Artificial Intelligence (AI), when incorporated with machine learning and deep learning algorithms, has a wide variety of applications today. This book focuses on the implementation of various elementary and advanced approaches in AI that can be used in various domains to solve real-time decision-making problems. The book focuses on concepts and techniques used to run tasks in an automated manner. It discusses computational intelligence in the detection and diagnosis of clinical and biomedical images, covers the automation of a system through machine learning and deep learning approaches, presents data analytics and mining for decision-support applications, and includes case-based reasoning, natural language processing, computer vision, and AI approaches in real-time applications. Academic scientists, researchers, and students in the various domains of computer science engineering, electronics and communication engineering, and information technology, as well as industrial engineers, biomedical engineers, and management, will find this book useful. By the end of this book, you will understand the fundamentals of AI. Various case studies will develop your adaptive thinking to solve real-time AI problems. Features Includes AI-based decision-making approaches Discusses computational intelligence in the detection and diagnosis of clinical and biomedical images Covers automation of systems through machine learning and deep learning approaches and its implications to the real world Presents data analytics and mining for decision-support applications Offers case-based reasoning

The Encyclopedia of electronic Human Resource Management is a comprehensive research-based reference resource with about seventy entries on core e-HRM areas and key concepts. From electronic selection to HR analytics, from e-HRM implementation to HRIS cultural differences - each entry reflects the views of an expert in the field. Each entry provides a list of references and further reading to enable the reader to gain a deeper awareness and understanding of each topic. The book aims to formalize and up-date, to inform and connect the different topics and scholars from the multiple disciplines, who conduct research into e-HRM. This book will be useful for academic researchers, HR practitioners and students.

Technology is used in various forms within today's modern market. Businesses and companies, specifically, are beginning to manage their effectiveness and performance using intelligent systems and other modes of digitization. The rise of artificial intelligence and automation has caused organizations to re-examine how they utilize their personnel and how to train employees for new skillsets using these technologies. These responsibilities fall on the shoulders of human resources, creating a need for further understanding of autonomous systems and their capabilities within organizational progression. Transforming Human Resource Functions With Automation is a collection of innovative research on the methods and applications of artificial intelligence and autonomous systems within human resource management and modern alterations that are occurring. While highlighting topics including cloud-based systems, robotics, and social media, this book is ideally designed for managers, practitioners, researchers, executives, policymakers, strategists, academicians, and students seeking current research on advancements within human resource strategies through the implementation of information technology and automation. With the modernization of services offered through the internet, many traditional face-to-face services have adopted new e-service phenomena. Especially prevalent among the younger generations, this change in service has promoted many industries to rethink how to best reach their consumers using modern technology. Structural Equation Modeling

Approaches to E-Service Adoption is a pivotal reference source that aims to share the latest empirical research findings within technology acceptance, information systems, information technology, human-computer interaction, and management information systems. While highlighting topics such as e-commerce, internet banking, and technology acceptance, this publication explores the understanding of today's e-services in a dynamic and complex environment, as well as the methods within the field of information systems and information technologies. This book is ideally designed for academics, students, managers, and scholars interested in the up-and-coming research surrounding the field of information technology.

Practical Guide to Human Resource Information Systems (HRIS) is a comprehensive presentation on global HRIS implementations and the associated challenges faced in such global projects. It begins with the basic HR and IT concepts and guides the readers through the complete life cycle of HRIS applications, spanning from planning to execution. Both HR and IT play an equal role in the development of HRIS applications. This book will help students from both HR and IT streams in assimilating the intricacies of implementation of HRIS projects. HR is one of the most popular ERP product implementation topics in today's business world. Its implementation needs a practical discussion using examples from real world. The examples, the case study and discussions in the book follow an international approach rather than discussing only a single country HRIS implementations. A real-life case study that flows through various chapters of the book brings out challenges in the implementation of HR specific projects. In today's global economy, HR is changing fast and dives into areas such as strategy outsourcing, mergers and acquisitions (M & A). This book covers all these areas and other topics that are relevant to today's HR world, providing more value to the readers. It provides illustrations to assist readers in visualizing the topics discussed and in developing a sound understanding of the integration and data aspects of HRIS systems. This book will be useful as a text for a course in HRIS wherever prescribed for the MBA (HR) and MBA (IT) students. The book encourages self-directed study and thought process, based on references provided at the end of each chapter, and hence will also be useful to consultants, HR professionals, and IT professionals working with HR departments.

Analyzes key critical HR variables and defines previously undiscovered issues in the HR field.

Experts from across all industrial-organizational (IO) psychology describe how increasingly rapid technological change has affected the field. In each chapter, authors describe how this has altered the meaning of IO research within a particular subdomain and what steps must be taken to avoid IO research from becoming obsolete. This Handbook presents a forward-looking review of IO psychology's understanding of both workplace technology and how technology is used in IO research methods. Using interdisciplinary perspectives to further this understanding and serving as a focal text from which this research will grow, it tackles three main questions facing the field. First, how has technology affected IO psychological theory and practice to date? Second, given the current trends in both research and practice, could IO psychological theories be rendered obsolete? Third, what are the highest priorities for both research and practice to ensure IO psychology remains appropriately engaged with technology moving forward?

This book contains a selection of articles from The 2015 World Conference on Information Systems and Technologies (WorldCIST'15), held between the 1st and 3rd of April in Funchal, Madeira, Portugal, a global forum for researchers and practitioners to present and discuss recent results and innovations, current trends, professional experiences and challenges of modern Information Systems and Technologies research, technological development and applications. The main topics covered are: Information and Knowledge Management; Organizational Models and Information Systems; Intelligent and Decision Support Systems; Big Data Analytics and Applications; Software Systems, Architectures, Applications and Tools; Multimedia Systems and Applications; Computer Networks, Mobility and Pervasive Systems; Human-Computer Interaction; Health Informatics; Information Technologies in Education; Information Technologies in Radio communications.

Technology, people, e-workplaces: these are the elements that fast moving organizations use to meet changing business requirements by using technology to invent new business processes, to re-align organizational structures, and to implement new management practices. Moreover, it has become apparent in today's global information economy, the most critical-indeed the primary-resource that distinguishes market leaders from everyone else is human talent! Countries, communities, and organizations are suddenly very interested in developing the human capacities that will allow them to compete in a networked world. Successful growing organizations have placed the combined development of information technology and human resources as their top priority. With the help of human resource professionals, organizations must grasp the pertinent aspects of both people and technology issues to create an effective e-workplace. These issues occur at the intersection of the disciplines of computer science, operation research, and human resource development. Because these issues are complex, they can best be understood through cross-disciplinary collaboration among experts who approach them from a range of perspectives. Human Resource Development and Information Technology: Making Global Connections presents just such a collaborative effort from leaders in the field. This book describes the changes that are occurring as technology plays a more central role in human resource development. It compares methods and tools that organizations can use to create their own practices for developing their most critical resource-people! In addition, the authors pose a set of interesting research questions that will help us further explore how countries, local communities, and organizations build dynamic systems for developing a sustained competitive advantage with human talent.

Human Resource Information Systems: Basics, Applications, and Future Directions is a one-of-a-kind book that provides a thorough introduction to the field of Human Resource Information Systems (HRIS) and shows how organizations today can leverage HRIS to make better people decisions and manage talent more effectively. Unlike other texts that overwhelm students with technical information and jargon, this revised Fourth Edition offers a balanced approach in dealing with HR issues and IT/IS issues by drawing from

experts in both areas. It includes the latest research and developments in the areas of information security, privacy, cloud computing, social media, and HR analytics. Numerous examples, best practices, discussion questions, and case studies, make this book the most student-friendly and current text on the market.

The Brave New World of eHR is an important resource, filled with the most current information and practical advice on eHR for human resource professionals and industrial and organizational psychologists. Written by an expert group of scholars, practitioners, and subject matter experts, this book offers an overview of the major technological trends in eHR, and shows how to use technology to enhance organizational effectiveness. Comprehensive in scope, the book includes information on a wide variety of topics and reviews the transformation of human resources from manual processes to sophisticated CRM and ERP systems. Examines the effectiveness of online strategies for attracting talent. Offers valuable guidelines that can help organizations design, deliver, implement, and sustain e-selection systems. Includes a review of the recent research on the effectiveness of distance learning in educational and organizational settings. Analyzes the potential advantages and disadvantages of using eHR to manage employee performance. Shows how technology supports the administration of compensation systems. Outlines recent trends in delivering HR products and services. Considers the functional and dysfunctional consequences of using eHR to attract, select, and manage the performance of employees in organizations. Presents a fascinating and futuristic look at HR and technology for decades to come.

While many countries enjoy the benefits of modern healthcare systems and social and economic policies that improve life expectancy, many countries still have high maternal and infant mortality rates, struggle with infectious diseases, and face critical human resource shortages in healthcare. Human Resources in Healthcare, Health Informatics and Healthcare Systems addresses two major problems that threaten the health of the human race. The first of which is the lack of human resources in healthcare. We need to ensure that we have an adequate number of healthcare professionals who are highly motivated and properly trained. Furthermore, we need to ensure that they have the latest health technology at their disposal, which is the second major issue facing the world today. The world's most respected scholars and practitioners describe their experiences and propose possible theoretical and practical solutions in this relevant and timely handbook.

Since the dawn of civilization, humans were selected, allocated and organized based on their skills and job criteria. Today, the role of Human Resources (HR) professionals goes beyond recruitment and management of human capital. Human Resource Planning for the 21st Century tackles the current trends of human resource management (HRM) and human resource planning while highlighting certain roles that HR professionals are involved in. Human Resource Planning for the 21st Century explores HRM systems and their roles within a corporate setting, elaborates on HR plans for crises, uncovers the effects of downsizing on company brand and looks at the possible impact of globalization on corporate social responsibility and HRM.

Management functions were developed first as a systematic step to carry out management activities, while implementation of the information components followed as part of management elements. The authors point out that the use of the possibilities and advantages of quantitatively supported managerial decisions gives managers the ability to quantify the impacts of both technical (hard) and subjective (soft) constraints and improve managerial decision-making processes that would otherwise be based mostly on personal intuition and experience. To achieve the goals and benefits of excellent performance, it is necessary to design and develop integrated models that would coordinate management functions and information system components as an integrated process. These facts are presented in various case studies.

Traditionally seen as a purely people function unconcerned with numbers, HR is now uniquely placed to use company data to drive performance, both of the people in the organization and the organization as a whole. Data-Driven HR is a practical guide which enables HR professionals to leverage the value of the vast amount of data available at their fingertips. Covering how to identify the most useful sources of data, collect information in a transparent way that is in line with data protection requirements and turn this data into tangible insights, this book marks a turning point for the HR profession. Covering all the key elements of HR including recruitment, employee engagement, performance management, wellbeing and training, Data-Driven HR examines the ways data can contribute to organizational success by, among other things, optimizing processes, driving performance and improving HR decision making. Packed with case studies and real-life examples, this is essential reading for all HR professionals looking to make a measurable difference in their organizations.

In a marketplace fueled by intangible assets, anything less than optimal workforce success can threaten a firm's survival. Yet, in most organizations, employee performance is both poorly managed and underutilized. The Workforce Scorecard argues that current management and human resources practices hinder employees' ability to contribute to strategic goals. To maximize the power of their workforce, organizations must meet three challenges: view their workforce in terms of contribution rather than cost; replace benchmarking metrics with measures that differentiate levels of strategic impact; and make line managers and HR professionals jointly responsible for executing workforce initiatives. Building on the proven model outlined in their best-selling book The HR Scorecard, Mark Huselid, Brian Becker, and co-author Richard Beatty show how to create a Workforce Scorecard that identifies and measures the behaviors, competencies, mind-set, and culture required for workforce success and reveals how each dimension impacts the bottom line. Practical and timely, The Workforce Scorecard offers crucial lessons for leveraging human capital to achieve strategic success.

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