

1. Record Nr.	UNINA9911019712003321
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Titolo	Ultimate performance : measuring human resources at work / / Nicholas C. Burkholder ; with Scott Golas and Jeremy Shapiro
Pubbl/distr/stampa	Hoboken, N.J., : John Wiley & Sons, c2007
ISBN	9786610900237 9781119201625 1119201624 9781280900235 1280900237 9780470130551 0470130555
Edizione	[3rd ed.]
Descrizione fisica	1 online resource (290 p.)
Classificazione	85.62
Disciplina	658.3/125
Soggetti	Performance - Measurement Organizational effectiveness - Measurement Employees - Rating of Performance standards Strategic planning - Evaluation
Lingua di pubblicazione	Inglese
Formato	Materiale a stampa
Livello bibliografico	Monografia
Note generali	Description based upon print version of record.
Nota di bibliografia	Includes bibliographical references (p. 259-262) and index.
Nota di contenuto	ULTIMATE PERFORMANCE; Contents; Preface; Introduction; Chapter 1: Imperatives of Metrics; Metrics of Business; Outsourcing: A Perfect Example; Organization Leaders Should Focus on Objectives, Not Strategy; More and Better Performance Metrics Must Be Developed; Chapter 2: A Path to Alignment; Demonstrating Alignment; Human Resources Accounting: Well Intentioned, but Not Well Received; Chapter 3: Supporting Human Capital Decision Making; Three Decision Maker Perspectives; The Role of Human Resources in Decision Support; Chapter 4: Employee Assets and Contribution; Human Capital and Production Human Capital and Intellectual CapitalModeling Employee Contribution; The Incremental Employee Contribution Model; Chapter 5: Employee

Contribution to Risk; Background; Categorizing Risks- Type and Source; Categorizing Risks- Frequency and Consequence; Categorizing Costs; Quantifying the Risk Profile; Quantifying Return; Chapter 6: The Employee Lifecycle- A Metrics Roadmap from the C-Level; Managing Through Metrics; The Chief Human Resources Officer (CHRO) versus Other C-Level Executives; Attract; Acquire; Develop; Utilize; Separate; Chapter 7: Missions, Objectives, and Metrics
Correlating Performance and GoalsWorking with Metrics to Evaluate Human Capital; The Human Capital Blueprint; Measuring Individual Human Capital Performance; Organizational Missions, Objectives and Metrics; HR Metrics Defined- Performance Diagnosed; Chapter 8: Measuring Staffing- A Better Approach to Hiring Metrics; New Hire Quality; Time; Hiring Manager Satisfaction; Recruiting Cost Ratio; Recruiting Efficiency; Case Study: Measuring New Hire Quality; Chapter 9: Beyond Hiring- Metrics for Employee Development and Retention; Introduction; Retention; Approaches to Development Metrics
Development and Retention Metrics: Getting StartedProposed Development Metrics; Approaches to Retention Metrics; Predictive Retention Metrics; Proposed Retention Metrics; Chapter 10: Succession Planning and Internal Mobility; Case Study- Internal Mobility at Harrah's Entertainment; Measuring the Supply Side (Employees); Demand Side = Succession Planning; Metrics Three, Four, Five, and Six: Succession Planning and Baby Boomer Retirement; Chapter 11: Current Measurement Practices- Lessons from the Field; Introduction; What Makes a Good Metric?; How Other Industries Measure
Certifications as BenchmarksTen Lessons from the Field; Chapter 12: Case Studies- Metrics in Action; Sherri Bliss: Program Manager, PacificCare Health Systems; Metrics Help Intel Leap Ahead; Chapter 13: Human Capital and Organizational Performance; Leading-Lagging Indicator Relationships; The Matrix of Relationships; Measures of Meaning; Chapter 14: HR Outsourcing and Metrics; The Problem; The Failed Promise of Transformation; The Real Value; Integrated HR Outsourcing; Metrics Can Play a Pivotal Role in HR Outsourcing Success or Failure; What Is the Measure of Reward for Getting It Right? Know Your Business- and Know Outsourcing

Sommario/riassunto

Meeting the challenges of high-performance HRUntil 1760 ships routinely disappeared, ran aground, or sank because seafarers could not measure longitude. The cost in life and property was immense. Today, business faces a similar challenge, as the failure to measure human resources performance is just as costly and deadly to modern organizations.Senior executives once considered HR a ""soft,"" unavoidable cost of doing business, responsible for compensation, employee transactions, company functions, workforce problems, and legal issues. Three factors changed this perception: the
