

Second Edition

INVESTING IN PEOPLE

Financial Impact of
Human Resource Initiatives

Wayne Cascio and John Boudreau

Investing In People Financial Impact Of Human Resource Initiatives 2nd Edition

Wayne F. Cascio, Herman Aguinis



Investing In People Financial Impact Of Human Resource Initiatives 2nd Edition:

Investing in People Wayne F. Cascio, John W. Boudreau, 2011 Comments on Absence Control Policies P 71 **Investing in People** Wayne F. Cascio, John W. Boudreau, 2009-07-08 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 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 **Investing in People: Financial Impact of Human Resource Initiatives** Wayne Cascio, John Boudreau, 2015-09-24 Table of Contents Acknowledgments xiv About the Authors xv Preface xvi Chapter 1 Making HR Measurement Strategic 1 Chapter 2 Analytical Foundations of HR Measurement 19 Chapter 3 The Hidden Costs of Absenteeism 51 Chapter 4 The High Cost of Employee Separations 79 Chapter 5 Employee Health Wellness and Welfare 115 Chapter 6 Employee Attitudes and Engagement 143 Chapter 7 Financial Effects of Work Life Programs 169 Chapter 8 Staffing Utility The Concept and Its Measurement 195 Chapter 9 The Economic Value of Job Performance 223 Chapter 10 The Payoff from Enhanced Selection 255 Chapter 11 Costs and Benefits of HR Development Programs 283 Chapter 12 Talent Investment Analysis Catalyst for Change 309 Appendix A The Taylor Russell Tables 325

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HR Strategies for Employee Engagement (Collection) Wayne Cascio, John Boudreau, Alison Davis, Jane Shannon, David Russo, 2011-12-05 3 indispensable books help HR professionals transform talent management supercharge workforces and optimize the entire HR function Three remarkable books offer indispensable actionable solutions for finding keeping and engaging great employees and optimizing all facets of the HR function In *Investing in People* renowned HR researchers Wayne F Cascio and John W Boudreau help HR practitioners choose implement and use metrics to improve decision making increase organizational effectiveness and optimize the value of all HR investments In *17 Rules Successful Companies Use to Attract and Keep Top Talent* top talent management consultant David Russo shows how to systematically build a workforce that is truly engaged committed aligned with strategy and capable of incredible performance Russo reveals exactly what great companies do differently when it comes to managing their people and shows how to apply those lessons in areas ranging from resourcing and compensation to leadership development and culture In *The Definitive Guide to HR Communication* Alison Davis and Jane Shannon offer dozens of practical tips for transforming employee directed communications from boring to compelling Organized around the employment cycle this one of a kind handbook gives HR pros an approach and specific techniques they can use every time they communicate in any medium whatever the goal From world renowned leaders in human resources and employee communications including Wayne F Cascio John W Boudreau David Russo Alison Davis and Jane Shannon

The Sage Handbook of Survey Development and Application Lucy R. Ford, Terri A. Scandura, 2023-06-29 The SAGE Handbook of Survey Development and Application provides a practical resource that researchers can go to for cutting edge tools to ensure they are employing the best survey research techniques This handbook not only covers the classic and innovative skills and approaches involved at every step of the survey research process but also centres itself around applied how to guidance to aid readers in best practice Chapters engage with a broad range of topics including sampling issues approaches to establishment of measurement equivalence and the use of online labour pools in survey development With contributions from a global community of leading and emerging scholars across a wide variety of disciplines this Handbook is focused on being applicable and accessible across the social sciences Containing over 120 tables and figures checklists and tutorial guides The SAGE Handbook of Survey Development and Application will serve as a one stop resource for survey research This handbook serves as a touchstone for a variety of fields such as Organizational Behavior Industrial Organizational Psychology Management Psychology Educational Research Marketing Public Policy and others

PART 1 Conceptual Issues and Operational Definition PART 2 Research Design Considerations PART 3 Item Development PART 4 Scale Improvement Methods PART 5 Data Collection PART 6 Data Management and Analysis PART 7 Research Production and Dissemination PART 8 Applications

Social Return on Investment Analysis Volker Then, Christian Schober, Olivia Rauscher, Konstantin Kehl, 2018-03-13 This book introduces and

explains how to conduct a Social Return on Investment SROI analysis It discusses the various advantages and disadvantages of different research strategies and designs and explores the different ways in which SROI analysis results can be used for communication outreach and strategic decision making It provides insights into how and to what extent SROI analyses can help to meet different expectations and presents different social impact research designs and methods It presents an analytical framework for the identification of a proper SROI analysis and shows readers how to establish an impact model introducing a stakeholder based approach

The Definitive Guide to HR Management Tools (Collection) Alison Davis, Jane Shannon, Wayne Cascio, John Boudreau, James C. Sesil, Ben Waber, Bashker D. Biswas, Steven Director, 2013-11-07 A brand new collection of high value HR techniques skills strategies and metrics now in a convenient e format at a great price HR management for a new generation 6 breakthrough eBooks help you help your people deliver more value on every metric that matters This unique 6 eBook package presents all the tools you need to tightly link HR strategy with business goals systematically optimize the value of all your HR investments and take your seat at the table where enterprise decisions are made In *The Definitive Guide to HR Communication Engaging Employees in Benefits Pay and Performance* Alison Davis and Jane Shannon help you improve the effectiveness of every HR message you deliver Learn how to treat employees as customers clarify their needs and motivations leverage the same strategies and tools your company uses to sell products and services package information for faster better decision making clearly explain benefits pay and policies improve recruiting orientation outplacement and much more In *Investing in People Second Edition* Wayne Cascio and John W Boudreau help you use metrics to improve HR decision making optimize organizational effectiveness and increase the value of strategic investments You ll master powerful solutions for integrating HR with enterprise strategy and budgeting and for gaining commitment from business leaders outside HR In *Financial Analysis for HR Managers* Dr Steven Director teaches the financial analysis skills you need to become a true strategic business partner and get boardroom and CFO buy in for your high priority initiatives Director covers everything HR pros need to formulate model and evaluate HR initiatives from a financial perspective He walks through crucial financial issues associated with strategic talent management offering cost benefit analyses of HR and strategic financial initiatives and even addressing issues related to total rewards programs In *Applying Advanced Analytics to HR Management Decisions* pioneering HR technology expert James C Sesil shows how to use advanced analytics and Big Data to optimize decisions about performance management strategy alignment collaboration workforce succession planning talent acquisition career development corporate learning and more You ll learn how to integrate business intelligence ERP Strategy Maps Talent Management Suites and advanced analytics and use them together to make far more robust choices In *Compensation and Benefit Design* world renowned compensation expert Bashker D Biswas helps you bring financial rigor to compensation and benefit program development He introduces a powerful Human Resource Life Cycle Model for considering compensation and benefit programs fully addresses issues related to acquisition

general compensation equity compensation and pension accounting assesses the full financial impact of executive compensation and employee benefit programs and discusses the unique issues associated with international HR programs Finally in People Analytics Ben Waber helps you discover powerful hidden social levers and networks within your company and tweak them to dramatically improve business performance and employee fulfillment Drawing on his cutting edge work at MIT and Harvard Waber shows how sensors and analytics can give you an unprecedented understanding of how your people work and collaborate and actionable insights for building a more effective productive and positive organization Whatever your HR role these 6 eBooks will help you apply today's most advanced innovations and best practices to optimize workplace performance and drive unprecedented business value From world renowned human resources experts Alison Davis Jane Shannon Wayne Cascio John W Boudreau Steven Director James C Sesil Bashker D Biswas and Ben Waber

Psychosocial Dynamics of Cyber Security Stephen J Zaccaro, Reeshad S. Dalal, Lois E. Tetrick, Julie A. Steinke, 2016-09-19 This new volume edited by industrial and organizational psychologists will look at the important topic of cyber security work in the US and around the world With contributions from experts in the fields of industrial and organizational psychology human factors computer science economics and applied anthropology the book takes the position that employees in cyber security professions must maintain attention over long periods of time must make decisions with imperfect information with the potential to exceed their cognitive capacity may often need to contend with stress and fatigue and must frequently interact with others in team settings and multiteam systems Consequently psychosocial dynamics become a critical driver of cyber security effectiveness Chapters in the book reflect a multilevel perspective individuals teams multiteam systems and describe cognitive affective and behavioral inputs processes and outcomes that operate at each level The book chapters also include contributions from both research scientists and cyber security policy makers professionals to promote a strong scientist practitioner dynamic The intent of the book editors is to inform both theory and practice regarding the psychosocial dynamics of cyber security work

Models and Applications in the Decision Sciences Decision Sciences Institute, Merrill Warkentin, 2015-12-17 NEW ADVANCES IN THE SCIENCE OF DECISION MAKING Practical and relevant research from DSI the field's leading organization 14 OUTSTANDING PAPERS APPLYING RIGOROUS RESEARCH METHODS TO IMPORTANT SOCIETAL AND BUSINESS DECISION ENVIRONMENTS NEW OPPORTUNITIES TO IMPROVE PERFORMANCE IN STRATEGY TACTICS AND OPERATIONS FOR ALL DECISION MAKERS AND ALL DECISION SCIENCE RESEARCHERS AND STUDENTS More than 1 000 papers were submitted to the Decision Science Institute's 2015 annual conference This book presents the 14 papers chosen as most insightful and useful This peer reviewed research addresses a richly diverse set of business topics illuminating opportunities to improve decision making at strategic tactical and operational levels Spanning analytics information systems and technology supply chain operations management and other disciplines these papers identify multiple opportunities for immediate and long term performance improvement The authors

address challenges ranging from talent management to lean transformation mobile app marketing to corporate ethics driving change to predicting stock prices Their work reflects both the intellectual vibrancy of the discipline of decision science and its immense practical value Decision sciences research leads to improved decision outcomes This volume brings together peer reviewed papers chosen as best of the best by the field s leading organization the Decision Sciences Institute Authored by respected researchers worldwide these papers were presented at DSI s 46th Annual Meeting in Seattle They describe new methods and approaches in the decision sciences with a special focus on translating theoretical impact into practical relevance to improve decision making within business public policy non profit organizations and beyond Assess willingness to learn ERP systems based on knowledge update and other factors Exploit application integration to improve ERP s value after implementation Discover how mobile users decide whether to search for and adopt a new app Quantify links between absenteeism and hostile environment sexual harassment Assess correlations between employee development and worker outcomes Explore perceptions of change intentions to leave and the role of cynicism Promote lean transformation by evolving HR performance management systems Understand how links between corporate ethical values and firm performance are mediated Bring a global sourcing perspective to issues of ethical consumption Improve quality by choosing practices with the best cultural fit Use Multilayer Perceptron MLP and Bayesian Networks BN to predict diabetes Apply a comprehensive empirical framework for assessing patient care quality Promote sharing of clinical knowledge among a practice group s physicians Forecast variable impacts in S P 500 equity prices

Presenteeism at Work Cary L. Cooper, Luo Lu, 2018-08-23 Coming to work sick may do more harm than staying home for the employee the team and the firm Whilst the cost of absenteeism in organizations has been widely acknowledged and extensively examined the counter issue of presenteeism has only recently attracted scholarly attention as a phenomenon that harms employee wellbeing disrupts team dynamism and damages productivity This volume brings together leading international scholars from diverse scientific backgrounds including occupational psychology health and medicine to provide a pioneering review of the subject International in scope the collection incorporates both Western and East Asian perspectives making it an informative resource for multinational companies seeking to formulate human resource strategies and better manage their culturally diverse workforce It will also appeal to scholars and graduate students researching human resource management organization studies organizational health and organizational psychology

Human Resources Management for Public and Nonprofit Organizations Joan E. Pynes, 2013-07-03 Since the first edition was published in 1997 Human Resources Management for Public and Nonprofit Organizations has become the go to reference for public and nonprofit human resources professionals Now in its fourth edition the text has been significantly revised and updated to include information that reflects changes in the field due to the economic crisis changes in federal employment laws how shifting demographics affect human resources management the increased use of technology in human resources management practices how social media has become embedded in the

workplace and new approaches to HRM policy and practice Written by Joan E Pynes a noted expert in public administration this authoritative work shows how strategic human resources management is essential for managing change in an increasingly complex environment The book Includes new material on workplace violence and employee discipline Reviews updates on the legal environment of HRM Contains suggestions for managing a diverse workforce Offers a wealth of revised tables and exhibits Updates the most recent developments in collective bargaining in the public and nonprofit sectors Outlines the most current approaches to recruitment and selection Presents an overview of recent information on compensation and benefits Gives an update of the technological advances used for strategic human resources management Provides examples of HRM policies from other countries The book also includes an enhanced instructor s guide with examination questions PowerPoint slides experiential exercises and video vignettes that are coordinated with chapters in the book

The SAGE Encyclopedia of Industrial and Organizational Psychology Steven G. Rogelberg,2016-09-27 The well received first edition of the Encyclopedia of Industrial and Organizational Psychology 2007 2 vols established itself in the academic library market as a landmark reference that presents a thorough overview of this cross disciplinary field for students researchers and professionals in the areas of psychology business management and human resources Nearly ten years later SAGE presents a thorough revision that both updates current entries and expands the overall coverage adding approximately 200 new articles expanding from two volumes to four Examining key themes and topics from within this dynamic and expanding field of psychology this work offers a truly cross cultural and global perspective

Applied Psychology in Talent Management Wayne F. Cascio,Herman Aguinis,2024-05-10 This text provides the most comprehensive future oriented overview of psychological theories and how they impact people decisions in today s workplace with integrated coverage of technology strategy globalization and social responsibility

Workplace Spirituality Yochanan Altman,Judi Neal,Wolfgang Mayrhofer,2022-01-19 Workplace spirituality is an emerging field of study and practice and this book asks the questions Where have we been in the last ten years as a field and where should we be headed in the next ten years The editors asked these questions of thought leaders from around the globe leaders who represent different sectors faith traditions worldviews and organizational functions This volume represents the best of current thinking about the state of the field of workplace spirituality and of what the future holds There are four themes 1 management themes such as leadership ethics change management and diversity 2 workplace spirituality in sectors such as health and wellbeing policing and creative industries 3 key issues that are emerging such as self spirituality mindfulness storytelling and the importance of nature and 4 cutting edge epistemologies and methodologies including indigenous studies relational ontology ethnography and psychodynamics These articles were chosen to provoke new thinking new research and new practice in the field of workplace spirituality with the goal of helping the field mature in the next decade

Ending Sexual Violence in College Joanne H. Gavin,James Campbell Quick,David J. Gavin,2021-03-23 How do we create a culture of zero tolerance for sexual

violence on college campuses In a world where one in five women on campus experience some form of sexual assault what would it take to create a campus culture that was free of violence against women From a public health perspective sexual assault is an epidemic on campuses but why What is it about a campus community culture that permits or encourages this at a time when a majority of students are now female In this practical guide for colleges and universities Joanne H Gavin James Campbell Quick and David J Gavin lay out a community based model that is designed to eliminate sexual misconduct spot it before it happens punish its perpetrators support its victims survivors and end this epidemic Ending Sexual Violence in College is a prescriptive guide for creating a campus culture that is intolerant of sexual misconduct regardless of who is involved or the context in which it happens A culture of intolerance the authors argue does not consider the role or status of either the perpetrator or victim survivor Rather this culture protects all members Using a public health model with an emphasis on prevention to create this cultural change the book utilizes psychological and organizational research to understand the challenges of making these changes while enhancing the odds of permanent cultural change for the better Designed to spur community wide conversations on how we can make our campuses safe from sexual violence this book s preventive approach allows communities to self monitor The authors include case studies of institutions that have not been proactive in putting programs in place to protect students as well as examples of institutions that are effectively addressing these problems Aimed at college administrators and Title IX coordinators who are responsible for leading campuses that are safe for everyone Ending Sexual Violence in College also enables those who work or live on a college campus to take an active role in making the campus safer

Psychological Capital and Beyond Fred Luthans,Carolyn M. Youssef,Bruce J. Avolio,2015 Although there are as many answers to the question of how organizations can gain competitive advantage in today s global economy as there are books and experts one lesson seems very clear traditional answers and resources are no longer sufficient This seminal book offers not only an answer regarding how to gain competitive advantage through people but also a brand new untapped human resource psychological capital or simply PsyCap Generated from both the positive psychology movement and the authors pioneering work on positive organizational behavior PsyCap is a rigorous concept to be included in PsyCap a given positive construct must be based on theory research and valid measurement must be open to development and must have measurable performance impact The positive constructs that have been determined to best meet these PsyCap criteria efficacy confidence hope optimism and resiliency are covered in separate chapters in Psychological Capital and Beyond Following an exploration of other potential positive constructs such as creativity wisdom well being flow humor gratitude forgiveness emotional intelligence spirituality authenticity and courage the authors summarize the research demonstrating the performance impact of PsyCap They go on to provide the PsyCap Questionnaire PCQ as a measurement tool and the PsyCap Intervention PCI as a development aid Psychological Capital and Beyond provides theory research measurements and methods of application for psychological capital a resource that can be developed and sustained for

competitive advantage Each copy includes a complimentary PsyCap online self assessment

Key Tools for Human Resource Management (Collection) Steven Director, Wayne Cascio, John Boudreau, 2013-08-08 HR managers are under intense pressure to become strategic business partners Many unfortunately lack the technical skills in financial analysis to succeed in this role Now respected HR management educator Dr Steven Director addresses this skill gap head on Writing from HR's viewpoint Director covers everything mid level and senior level HR professionals need to know to formulate model and evaluate their HR initiatives from a financial and business perspective Drawing on his unsurpassed expertise working with HR executives he walks through each crucial financial issue associated with strategic talent management including the quantifiable links between workforces and business value the cost benefit analysis of HR and strategic financial initiatives and specific issues related to total rewards programs Unlike finance books for non financial managers Financial Analysis for HR Managers focuses entirely on core HR issues More than ever before HR practitioners must empirically demonstrate a clear link between their practices and firm performance In Investing in People 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 They provide powerful techniques for looking inside the HR black box implementing human capital metrics that track the effectiveness of talent policies and practices demonstrating the logical connections to financial and line of business and using HR metrics to drive more effective decision making Using their powerful LAMP methodology Logic Analytics Measures and Process the authors demonstrate how to measure and analyze the value of every area of HR that impacts strategic value

The Cost of Bad Behavior Christine Pearson, Christine Porath, 2009-07-09 Why incivility at work is a bigger problem than you suspect In an accessible and informative style Pearson and Porath examine the toll that bad behavior can have on otherwise well functioning companies And they reveal strategies that successful organizations are using to stop incivility before it takes hold Whether it's a standoffish coworker or an arrogant boss incivility at the office doesn't just affect the moods of a few employees it hurts an entire company Consider these statistics 12 percent of all employees say they've left jobs because they were treated badly Fortune 1000 executives spend roughly seven weeks per year resolving employee conflicts And an astonishing 95 percent of Americans say they've experienced rudeness at work Christine Pearson and Christine Porath examine the devastating toll that bad behavior can have on otherwise well functioning companies Combining their own scientific research with stories from fields as diverse as criminology education and psychology they show how to spot the roots of incivility rip them out and create a culture of respect They urge managers to stop making excuses set a zero tolerance policy and lead by example Bestsellers like The No Asshole Rule and The Power of Nice have shown the hunger for more civility at work now The Cost of Bad Behavior shows exactly what to do about it

Proceedings of the 2024 9th International Conference on Modern Management, Education and Social Sciences (MMET 2024) Chunyi Lin, Fong Peng Chew, Intakhab Alam Khan, Catalin Popescu, 2024-12-07 This is an open

access book As a leading role in the global megatrend of scientific innovation China has been creating a more and more open environment for scientific innovation increasing the depth and breadth of academic cooperation and building a community of innovation that benefits all Such endeavors are making new contributions to the globalization and creating a community of shared future To adapt to this changing world and China's fast development in the new era 2024 9th International Conference on Modern Management Education and Social Sciences MMET 2024 to be held in September 20 22 2024 This conference takes bringing together global wisdom in scientific innovation to promote high quality development as the theme and focuses on cutting edge research fields including Modern Management and Education Technology MMET 2023 encourages the exchange of information at the forefront of research in different fields connects the most advanced academic resources in China and the world transforms research results into industrial solutions and brings together talent technology and capital to drive development The conference sincerely invites experts scholars business people and other relevant personnel from universities scientific research institutions at home and abroad to attend and exchange

Handbook of Competence and Motivation, Second Edition Andrew J. Elliot, Carol S. Dweck, David S. Yeager, 2018-02-21 Now completely revised over 90% new this handbook established the concept of competence as an organizing framework for the field of achievement motivation With an increased focus on connecting theory to application the second edition incorporates diverse perspectives on why and how individuals are motivated to work toward competence in school work sports and other settings Leading authorities present cutting edge findings on the psychological sociocultural and biological processes that shape competence motivation across development analyzing the role of intelligence self regulated learning emotions creativity gender and racial stereotypes self perceptions achievement values parenting practices teacher behaviors workplace environments and many other factors As a special bonus purchasers of the second edition can download a supplemental e book featuring several notable highly cited chapters from the first edition New to This Edition Most chapters are new reflecting over a decade of theoretical and methodological developments Each chapter now has an applied as well as conceptual focus showcasing advances in intervention research Additional topics self regulation in early childhood self determination theory challenge and threat appraisals performance incentives achievement emotions job burnout gene environment interactions class based models of competence and the impact of social group membership Supplemental e book featuring selected chapters from the prior edition

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