



Investing in People: Financial Impact of Human Resource Initiatives

By Wayne F. Cascio, John W. Boudreau



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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 to access software that automates virtually all of this book's key formulas and calculations.

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Editorial Review

Amazon.com Review

Susan R. Meisinger on *Investing in People: Financial Impact of Human Resource Initiatives*

"If you can't measure it, you can't manage it."

It's a lesson I learned more than twenty-five years ago, as a young manager, from one of the most effective executives I've ever worked with. More importantly, I also learned that "measuring it" wasn't enough. What's measured, why it's measured, and how the measurement is used to drive outcomes are what really matters.

As the human resource (HR) profession has continued to evolve beyond transactional responsibilities, many HR professionals have embraced the fact that technology enables them to collect and analyze data



efficiently and in ways never before possible. They've discovered that the ability to analyze, measure and articulate HR's contributions to organizational success allow them to make even greater contributions within their organizations. They're using measurement to invest in people.

But many HR professionals aren't agile in the use of measurements to move their businesses forward. Some simply don't know where to begin or are still looking for the "one true way" to measure—or are asking, "just tell me what to measure and what the number should be." They are thirsty for an analytic framework that underlies the whole issue of measurement.

The mission of the Society for Human Resource Management (SHRM) is to serve the HR professional and to advance the HR profession. As you read this book, I think you'll find that *Investing in People* shares this mission. The profession will be well-served by the tools and analytic frameworks for the use of measurement provided by Wayne Cascio and John Boudreau. The observations offered by the authors on how best to "get started" in using measurements to inform and motivate strategic partners to think more clearly about the implications of decisions about talent will also serve the HR profession well. By basing their work on a foundation of solid scholarship and practice gained through their academic and consulting experiences, Wayne and John help to advance HR as a profession that is recognized as a decision science requiring special knowledge and expertise.

—Susan R. Meisinger, SPHR

President and Chief Executive Officer of the Society for Human Resource Management

From the Back Cover

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About the Author

Wayne F. Cascio is US Bank Term Professor of Management at the University of Colorado Denver. A Fellow of the National Academy of Human Resources, Academy of Management, and American Psychological Association, he has received the Distinguished Career award from the Human Resources Division of the Academy of Management. He authored the classic *Costing Human Resources*.

John W. Boudreau is Research Director at the Center for Effective Organizations, and Professor of Management and Organization at the Marshall School of Business, University of Southern California. A Fellow of the National Academy of Human Resources, he has received scholarly contribution awards from the Academy of Management. He is recognized worldwide for breakthrough research on links between human capital and competitive advantage.

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