

FEATURES



IHRIM.link

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7 Having Trouble Keeping Up with the Changes in HR Metrics? Hang On—We're Just Getting Started

By Kevin D. Carlson, Ph.D.

The adoption of integrated human resource information systems offers managers greater access to data about their human capital and organization processes, and at a lower marginal cost than ever before. This has spurred increased interest in measurement and evaluation, and the opportunities are enormous. How we assess HR management effectiveness is about to change, and change dramatically. Those organizations that lead the charge have much to gain, but also much to lose if they do not choose their path wisely. Aggressively adopting the wrong metrics can be disastrous.

12 Using ROI to Win HR Dollars

By Anne Clifford

Today, attentive executives and managers more carefully watch your HR team. They want to know how HR processes and HRIS solutions can help the business better manage people costs while improving workforce caliber and performance. As you learn to articulate business value through the language of ROI, your HR team becomes an increasingly savvy competitor in the pursuit of company investment dollars. Your skillful use of finance formulas and strategic understanding of business objectives will not only help you build a powerful case for an HR solution, but also will help you formulate sound strategies for future HR initiatives.

16 Determining Return on Investment for Business Practice Outsourcing: It's Not Just About the Money

By Ken Erffmeyer, Suzanne Hanson and Pete Seremetis

Due to the long-term savings that it can generate, business process outsourcing (BPO) is often viewed by executive management as a very attractive solution. However, BPO will have a significant impact on employee perception of the company based on how services are delivered and the perceived value they generate. This is not to say that BPO is not a viable option for some organizations — it can be. Rather, organizations must be aware of the potential benefits and risks of making a BPO decision based solely on cost and understand if there really is a ROI to be gained in their specific situation.

21 A Strategic Approach to Justification: Based on a Total Cost of Ownership Portfolio Assessment

By Alexia Martin

Organizations need investment decision-making approaches that can encompass both hard- and soft-dollar justifications. The best approach, however, will evaluate the role of any new workforce technology under consideration against the whole HCM technology portfolio. By doing so, the organization moves from tactical ROI assessment to a strategic, value-based, assessment that will transform HR to HCM with administrative, service delivery and performance excellence.

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