



Accountability in Human Resource Management: Connecting HR to Business Results

Jack J. Phillips, Patricia Pulliam Phillips, Kirk Smith

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From selection and assessment, to training and development, and reward management, all HR functions have an impact on an organization. Ever-present budgetary pressures mean that there is perpetual competition for resources, so HR departments must be able to account for and justify their contribution to the bottom line.

This practical text presents a results-based approach to HR accountability, which explains how to:

- Uncover and monitor the costs of HR programs
- Develop programs emphasizing accountability
- Collect data for evaluation
- Measure the contribution of human resources
- Calculate HR's return on investment

This new edition is fully revised and updated to reflect developments in the field, such as the rise of talent management and the increased role of technology in HR measurement, and is supported with international examples throughout. New chapters have been added to address business alignment, HR scorecards, analytics maturity, and international applications of the methodology. Case studies, tool templates and lecture slides are provided as online supplements for HR practitioners and students.

Accountability in Human Resource Management 2nd Edition is a complete and detailed guide suitable for HR professionals and students on advanced human resource management courses.

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