



The Society for Standards Professionals

# Using ANSI Human Resource Standards to Create Business Advantage in the Workplace

Lee Webster, JD MBA SPHR GPHR Director  
HR Standards, SHRM

# Road Map for Today's Discussion

- A Short History
- Define the problem (both domestically and internationally)
- Offer a standard definition for a 'standard'
- The Standards
- What this Standard Can Do For You
- The 'Call for Action' -- How you can get involved, and
- Next Steps and Adjourn

# Who Am I?

- Lee Webster
  - Director, HR Standards, SHRM
  - Chair, ISO TC 260 Human Resource Management
  - Chair, ANSI Organizational Members Forum
  - 20+ years of experience in HR, including Exxon, PepsiAmericas, J.I. Case Corporation, US Army
  - BS USMA      JD/MBA Northwestern University      SPHR/GPHR

# **SHORT HISTORY**

# Modern Human Performance Measurement

Modern History



- Frederick Taylor (March 20, 1856 – March 21, 1915)
- An American mechanical engineer who sought to improve industrial efficiency.
- He is regarded as the father of scientific management and was one of the first management consultants.
- Taylor was one of the intellectual leaders of the Efficiency Movement and his ideas, broadly conceived, were highly influential in the Progressive Era.
- Management theorist Henry Mintzberg strongly criticized Taylor's methods stating that an obsession with efficiency allows measurable benefits to overshadow less quantifiable social benefits completely, and social values get left behind.

# Contemporary Leaders in Performance Measurement

Contemporary Times

Whether it Be Individuals



PwC Saratoga

successfactors™  
An SAP Company

Or Organizations

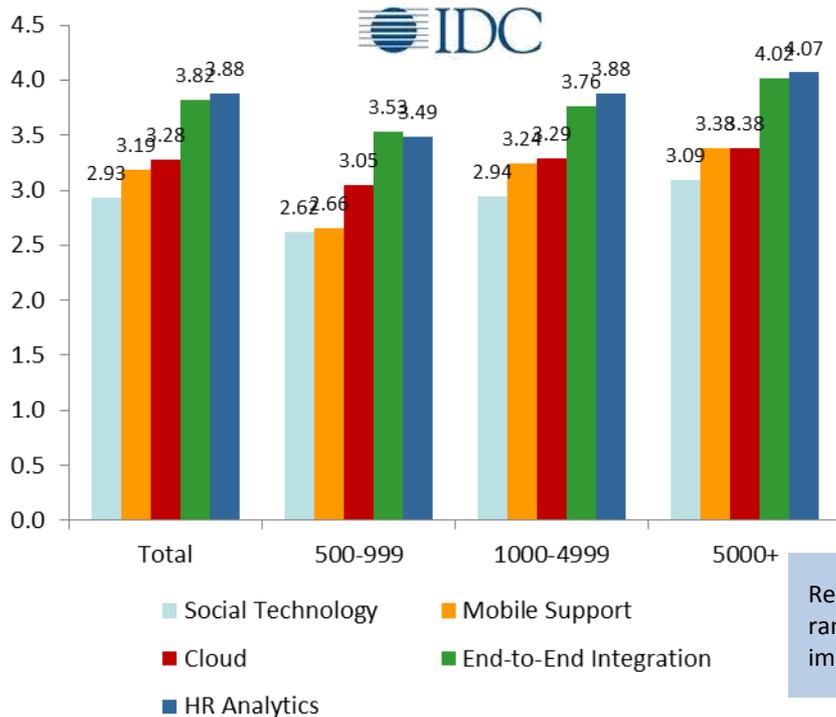
**All confront the same  
problem . . .**

**DEFINE THE PROBLEM**

# Do Any Of These Sound Familiar?

- HR doesn't understand the business!
- HR is not strategic enough!
- HR does not understand or have the HR analytics!
- HR is always reinventing the wheel!
- HR is not a rigorous or disciplined area of work!
- With respect to employee performance measurement:
  - Can we measure it at all?
  - What is relevant to measure?
  - How do we compare and analyze this data?
  - What business decisions can we make based upon this information?

# The Demand for Comparable Organizational Performance Metric Grows



Companies wanting to link HCM analytics to company bottom line



Recent IDC survey of HR Executives ranking HR Analytics as most important on a scale of 1 to 5.

# HCM is still in its infancy

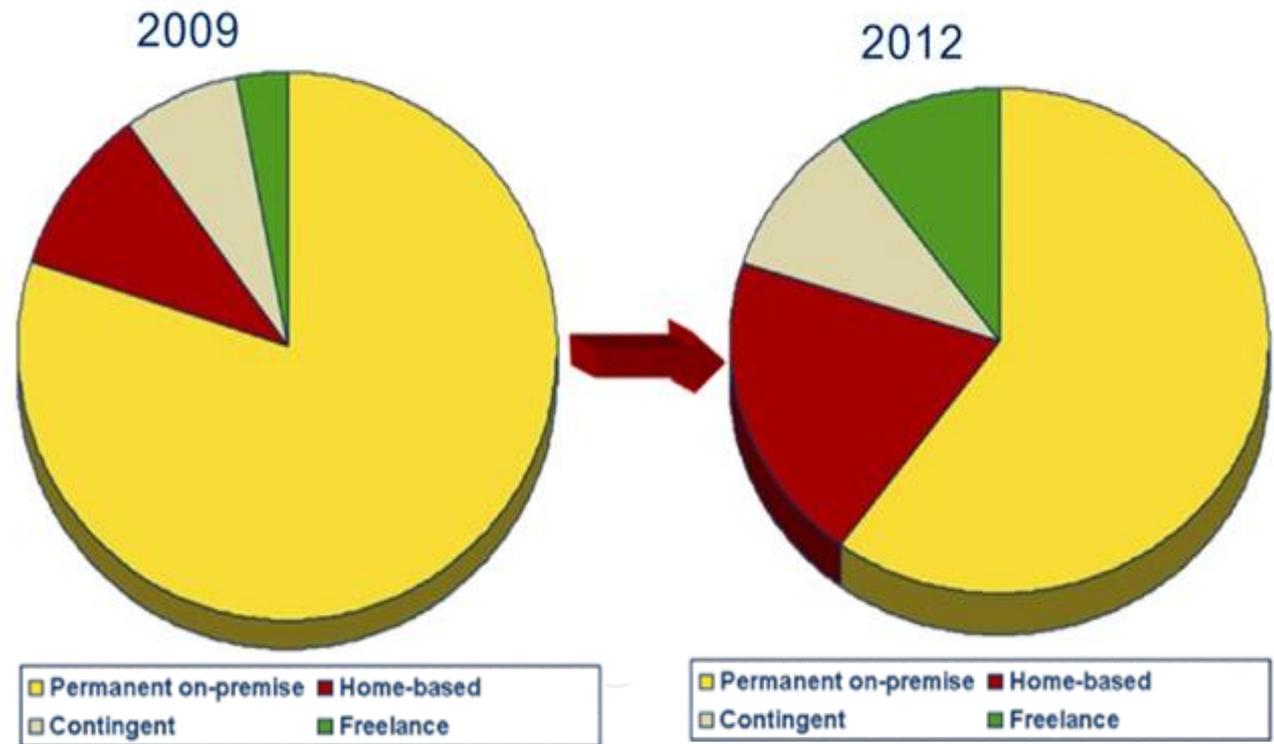
Please describe the current stage of your workforce planning strategy



# The Changing Workforce is Fueling the Need for Better BI Content

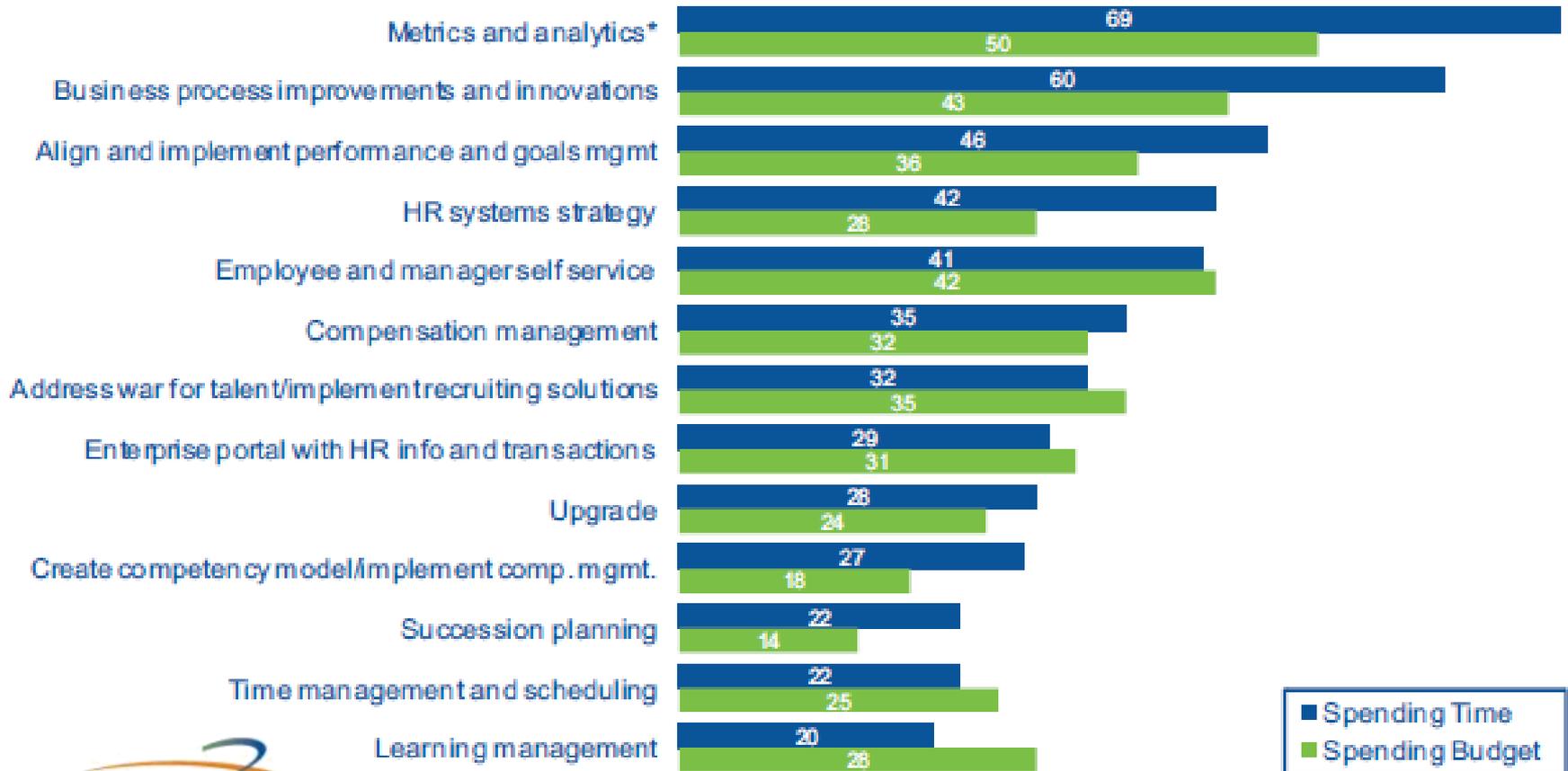
The work environment is changing. HR and line managers need a way to evaluate contingent, temporary, freelance and home based workers

Comparing highly divergent workers creates a need for systems which provide unbiased, traceable and repeatable analytics.



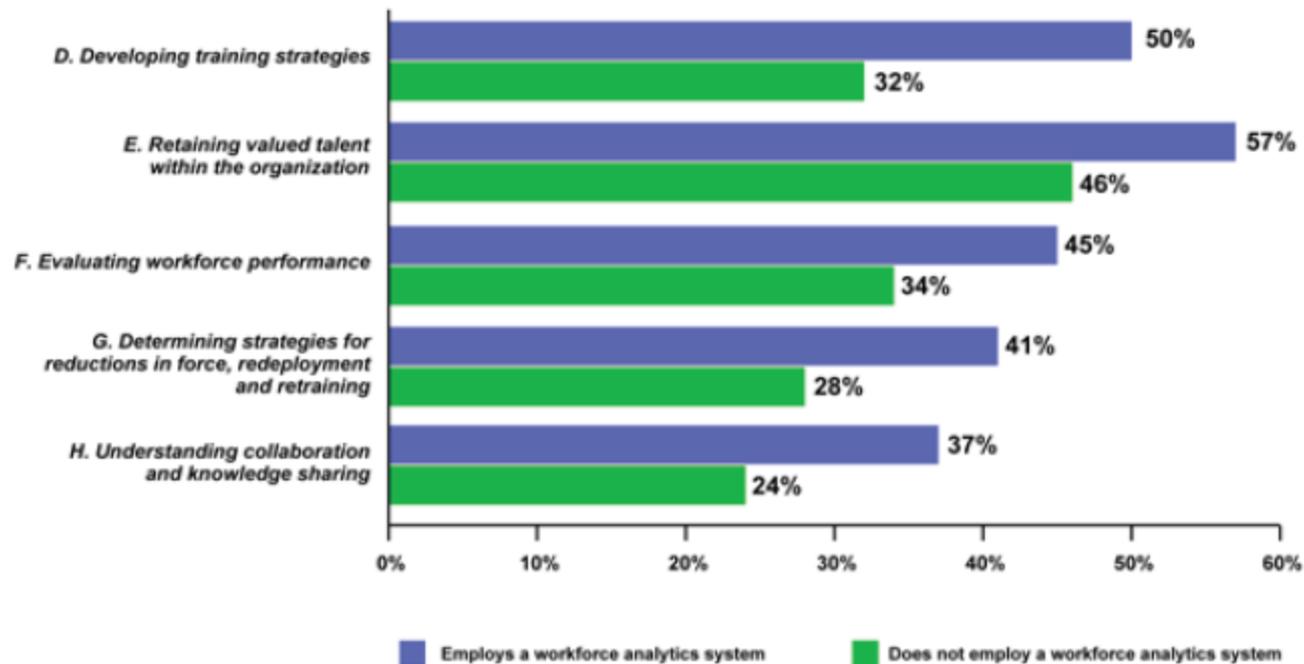
August 2010, IDC

# Measures and Metrics Remain the Premiere Concern of Business



# Human Capital Decisions with Workforce Analytics

Figure 2: Level of Effectiveness in Addressing Human Capital Challenges

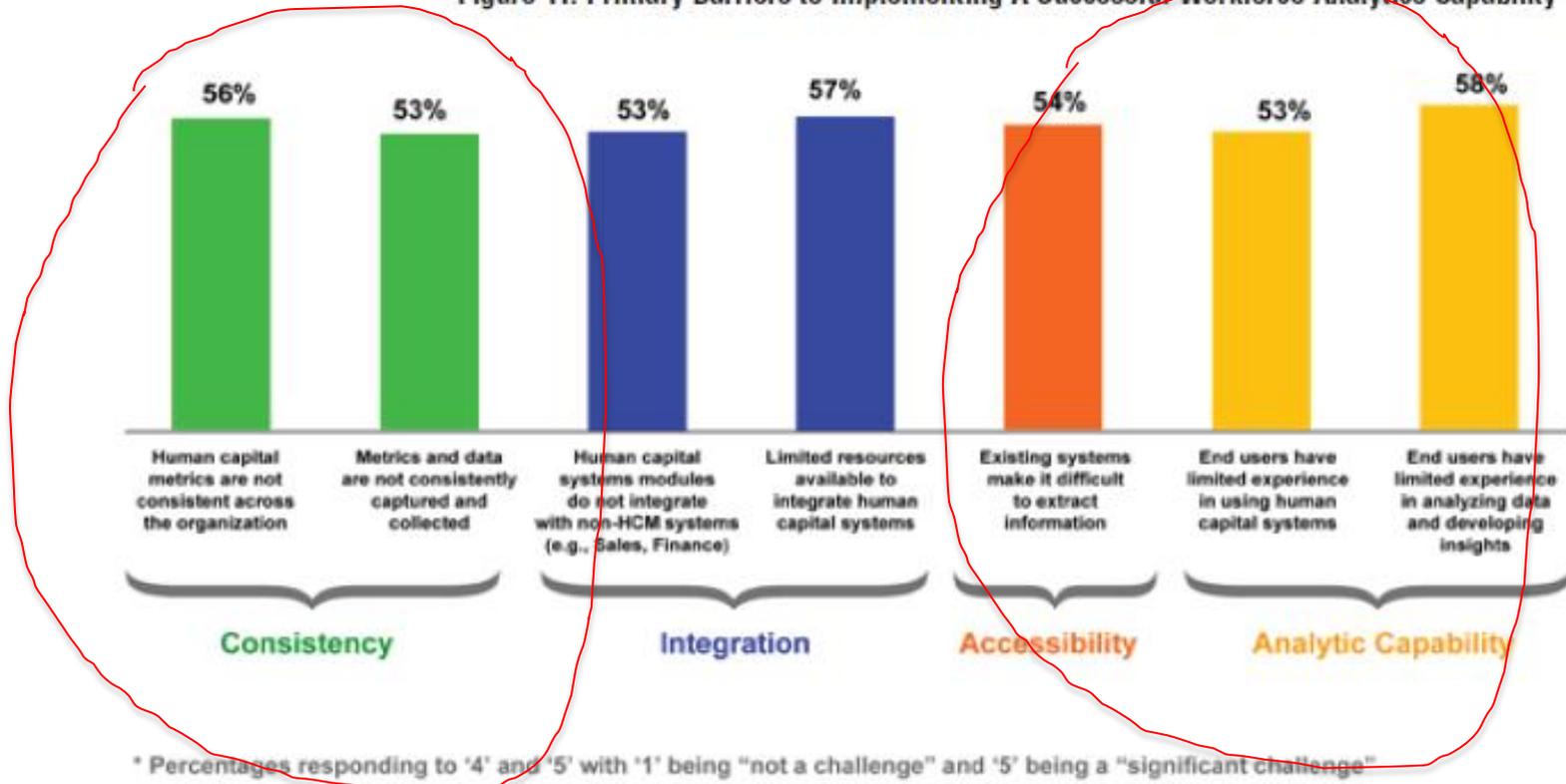


A small number of organizations make human capital decisions based on analytics

Getting Smart About Your Workforce: Why Analytics Matter. © IBM 2009

# Barriers to Successful Use of Workforce Analytics

Figure 11: Primary Barriers to Implementing A Successful Workforce Analytics Capability



Where standards can help.

Getting Smart About Your Workforce: Why Analytics Matter. © IBM 2009

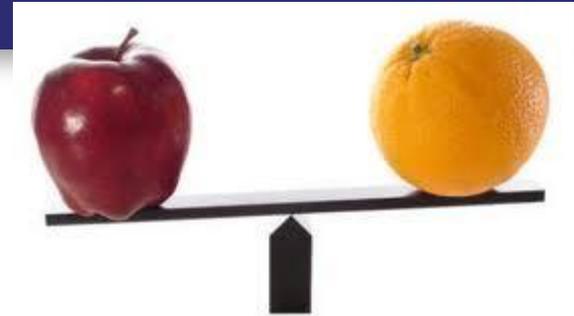
# No Size Fits Anybody

- Its not just having organizational goals
- Its not just having individual and organizational plans
- It not just assessing their individual and organizational performance
- Its not just capturing data
- It is about linking all of these elements into a ***coherent system***

AND

- It is about having **robust, interoperable, and comparable** approach to assess organizational performance longitudinally and across sectors.
- The problem is that everyone has done captures performance metrics **so differently** that there has been no way to develop a **coherent wisdom** about human and organizational performance.

So, if a great deal of corporate spending is around HCM how do I measure HCM effectiveness?



Comparing HCM at two corporations is difficult.

### DAYS TO HIRE CALCULATION

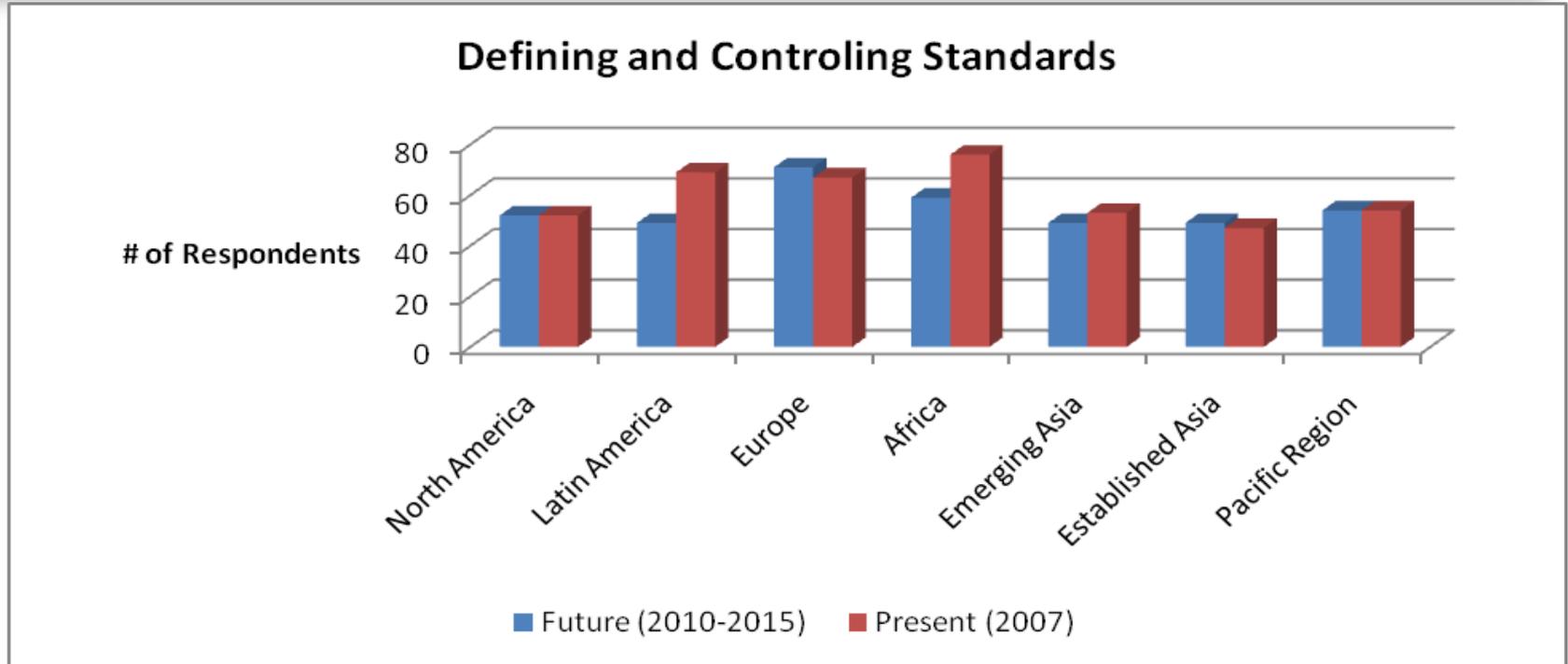
Some measure from:

- A. Measure from date of "slot" creation.
- B. Measure from date of posting.
- C. Measure from date of first application received.

Some measure to:

- A. Date candidate accepts offer.
- B. 1<sup>st</sup> Day of work.
- C. Date Candidate approved manager.
- D. Date of test completion.

# Global Interest in HR Standards is High



- According to a 2008 survey of 4,700 executives conducted by the Boston Consulting Group (“BCG”) and the World Federation of Personnel Management Associations (“WFPMA”), global organizations need to master their HR processes and while delivering on recruiting and staffing commitments to meet future challenges. Boston Consulting Group and the World Federation of Personnel Management Associations. Creating People Advantage: How to Address HR Challenges Worldwide Through 2015. Boston: BCG and WFPMA, 2008

# HR Management Is Increasingly Complex

- Talent management continues to be a high priority and must be more efficient than before while leveraging cost awareness and monitoring demands for key positions.
- Finding and retaining quality talent continues to be essential to business sustainability, but is difficult in global markets that may act differently in turns of opportunity and salary treatment.
- A new approach is needed to develop global workforce cultures, with better understanding of transnational teams, online collaboration, globalization and business process transformation.
- Global mobility of high-value workers continues as multinational companies restrict new hires and relocate talented employees from within their existing workforce.

SHRM Global Special Expertise Panel. Future Insights: The Top Trends According to SHRM's HR Subject Matter Expert Panels. Alexandria: The Society for Human Resource Management, 2009.

# Why is SHRM involved?

Setting the Stage: Why is SHRM Doing This?

- SHRM initially decided to pursue standards development because:
  - It reinforced our strategic goal to Advance the Profession
  - Anecdotal feedback from members indicated a need for more structure in how HR got done and consistency across organizations
  - Standards would support the Foundation, Academic Initiatives, Knowledge Advisory, Certification, and Research activities that SHRM performs
  - We saw other organizations, like the British Investors In People, pursuing standards development in the UK



INVESTORS IN PEOPLE

# The Chinese View

China and Standards

*Sanliu de qiye zuo chanpin; erliu de qiye zuo jishu; yiliu de qiye zuo biao zhun.*

“Third Class companies make products;  
Second class companies develop technology;  
First class companies set standard.”



A contemporary Chinese saying quoted in the publication  
*China's Post-WTO Technology Policy: Standards, Software  
And the Changing Nature of Techno-Nationalism*

**“Patents, Human Resource and Standardization are  
the strategic tool for national development in China.”**

—Ministry of Science and Technology, 2002

# So What Must Be Done?

If the challenge to the HR profession is .

..

- HR does not understand business
- Global interest is high
- HR is increasingly complex
- Global consumers want ethically made products
- Talent growth will be in emerging economies

Then the response must be to. . .

- Add professionalism and rigor to HR delivery
- Provide certainty
- Eliminate redundancy and cost
- Improve workforce management practices
- Facilitate and expedite global talent transfers

# Creating and Applying Performance Based Standards for HR Organizations

- Seize the Future of Human Resources
- Dispel the myths and correct the truths about HR
- Become a member of an defined / professional group
- Define the thresholds of effective organizational performance
- Securing the foundations of professionalism in HR
- Ensuring that HR organizations deliver on their evidence based solutions
- Effectively serve the interests of our organizations, employees, and other stakeholders

# BUT HOW?

- By writing down minimum effective HR practices
- By agreeing across the profession, by consensus that what has been written is at least minimally effective
- By voluntarily following and improving these practices over time
- By using a credible, repeatable, durable process
- Essentially by doing what doctors, lawyers, accountants, teachers, plumbers, dentists, other professions have been doing for thousands of years!

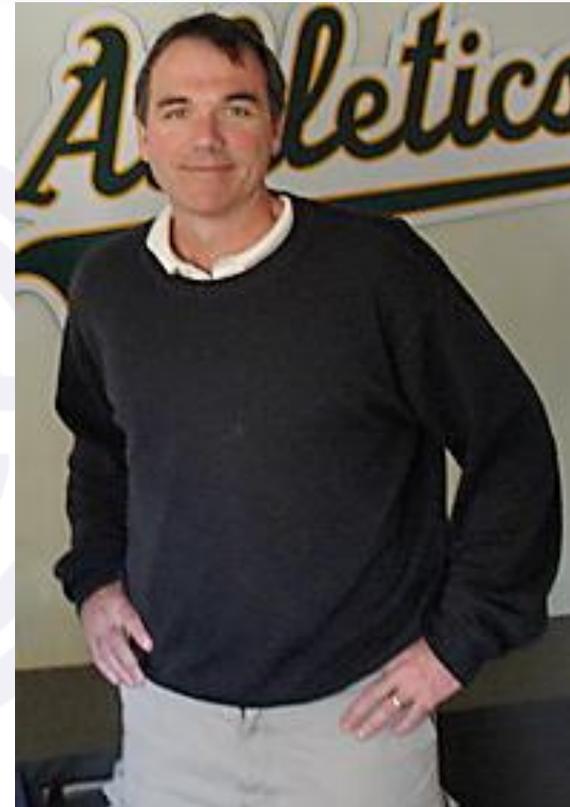
**But we don't want to wait centuries for this to happen!**

# Survival is a Great Motivator



**If 40 -60% of the value of an enterprise is its human capital, if we did not start this, someone else would.**

# What does Brad Pitt Have to Do with Metric Standards?



[Moneyball](#)

# Supporting Evidence: Quick Gains from Standards

- Permits “apple to apple” metrics comparisons
  - Achieves consistency and identifies “preferred employers”
  - Improves HR organizational and individual talent assessment
  - Reduces the cost of HR operations
  - Improves the use of HR resources
  - Provides some legal protection<sup>®</sup> for conforming users
  - Further confirms HR as a profession
- Standards will put the “capital” in human capital management

**SO WHAT'S A HR STANDARD?**

# HR Standards Taxonomy

**Professional**

**Ethical**

**Minimally Effective**

**Workforce<sup>®</sup> Practices**

**and Metrics**

# Are We Risk Takers?

**Developing standards also means that we must also take some risks**



# How Standards Will Differentiate the Profession

**Accountable**

**Essential**

**Unique**

**Irreducible**

**Exclusive**

# Standards in Brief

Setting the Stage: What is and is not Standards Development



**Standards are not created by “Contracts”.** There is no penalty for violating a standard. A standard is not an “agreement” between two parties.



**Standards are not created by “Law”.** Standards are voluntary. Even so, many “standards” are later turned into laws because society believes the standards is so important. An example, is “fire retardant standards” for child clothing which evolved into “law.”



**Standards are not a best practice.** They are actually, more of a minimum practice. What is the least one has to do to be considered part of the standard.

# One Approach

**This is the easiest solution for the HR profession.**

**SHRM has chosen to take a different path.**



# Advocating the Science and Art of HR

The **goal** of SHRM is the development of HR Standards to

1) Establish the **science** or **technology** of HR

2) To train practitioners in the **art** of using the standards

# Linked to SHRM's Mission

## **Core Membership**

Standards provide consistent and reliable solutions for our members. From them tools and forms can be created.

## **Global**

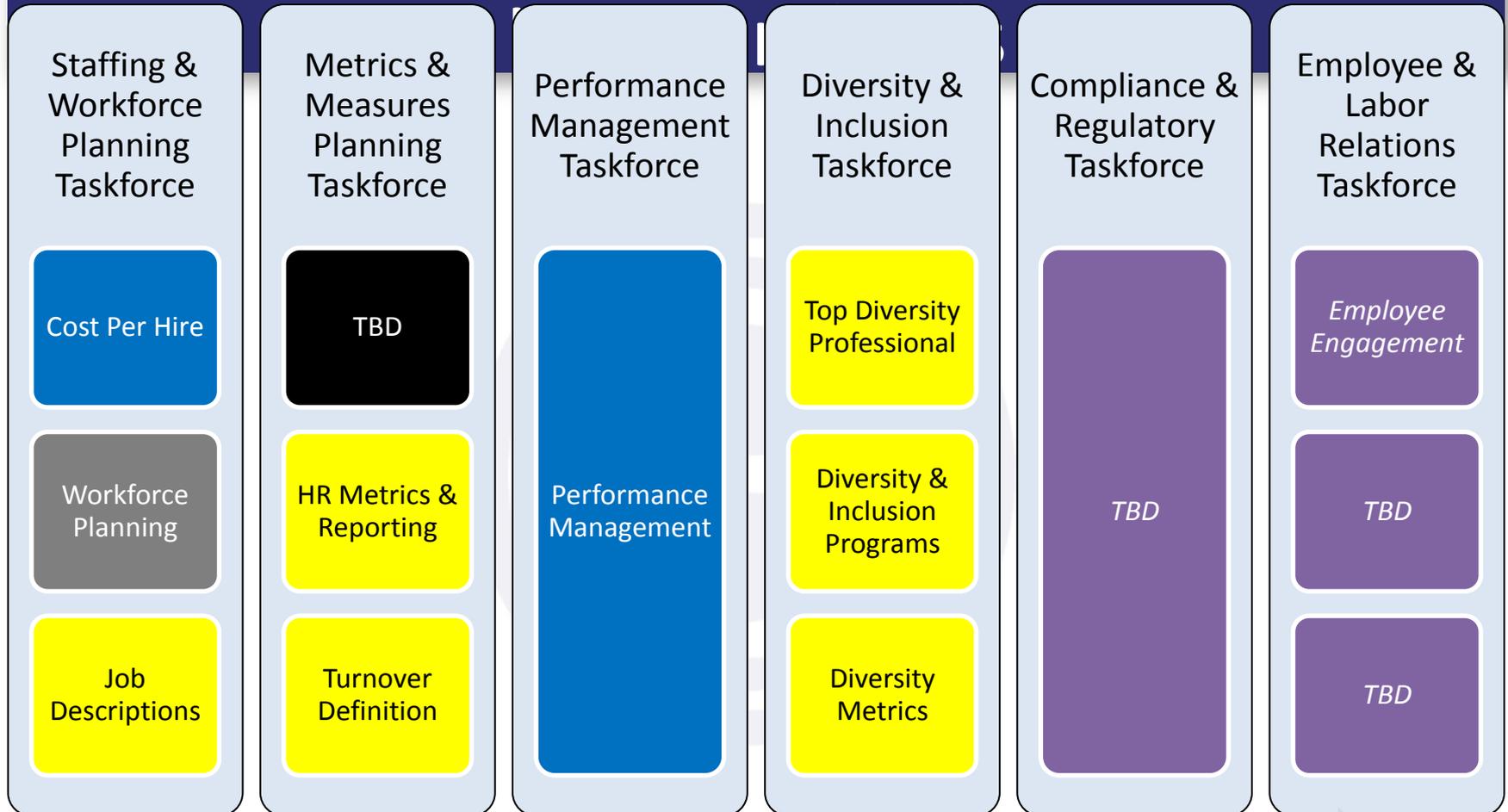
Leadership of the US Technical Advisory Group (US TAG) and the ISO TC 260 for HR Management reinforces the global reach and influence of SHRM.

## **Thought Leadership**

The act of sponsoring HR standards is itself thought leadership. We also expect academics and consultant to expand this thinking as standards grow in use.

# **APPROACH AND TIMELINES**

# Current Status of American National



Start-up of the workgroup creating the standard

Standard in drafting phase

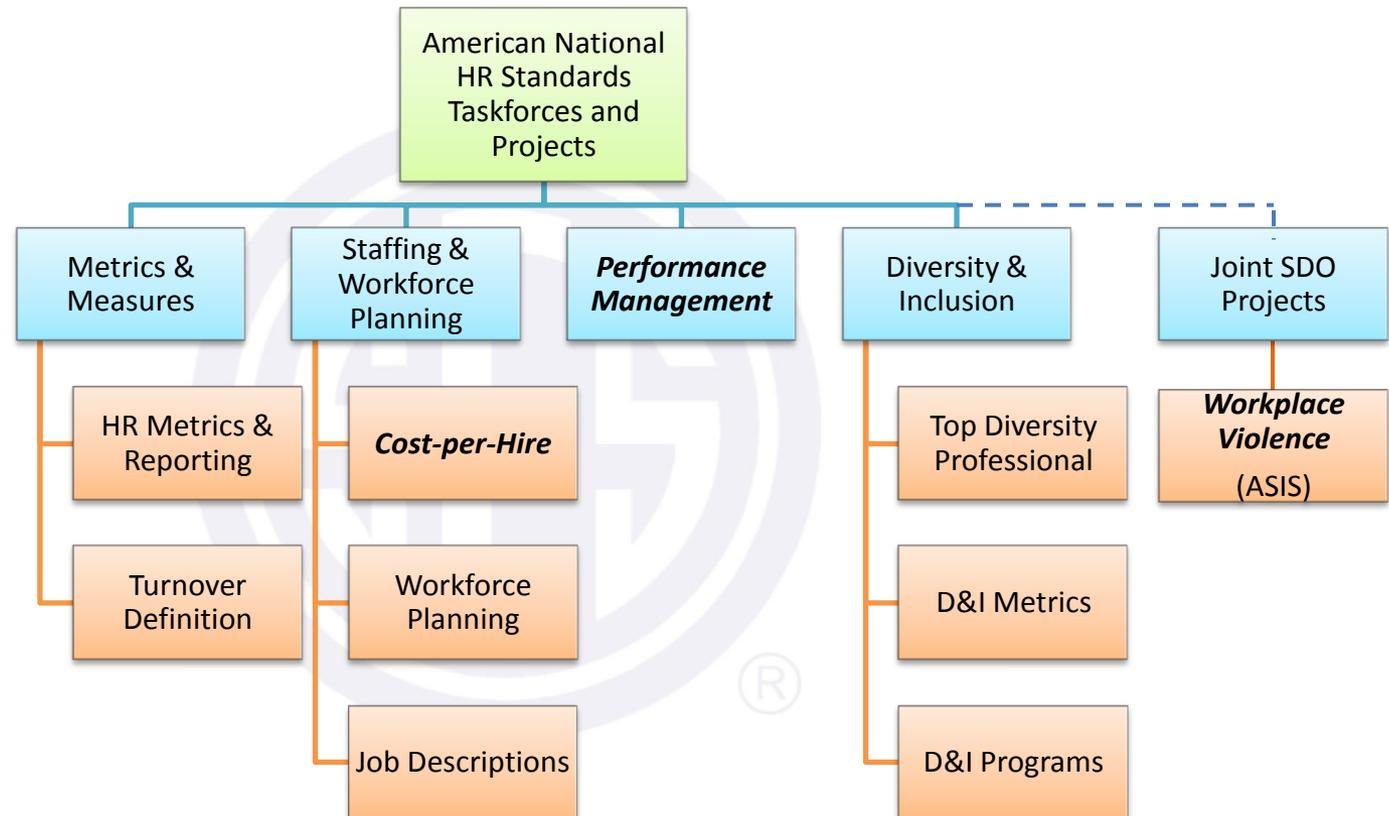
Standard in public review phase

Standard in ANSI approval phase

Publication of the standard

# Developing and Published Domestic HR Standards?

- Structure of the current standard setting process



Today there are several standards taskforces in each of the 3 areas; 2 standards have been published and 7 standards projects are actively under development. All taskforces are accepting participants

**Bold** and *italics* indicate published standards.

# A Sample List of Organizations Involved in HR Standards Development

- Intel Corporation
- U.S. Equal Employment Opportunity Commission
- Pacific Northwest National
- Alberto Culver
- American Staffing Association
- Port Authority of NY & NJ
- Leviton Manufacturing Co.
- Trane, a wholly owned subsidiary of Ingersoll Rand
- General Dynamics
- Microsoft China R&D
- Shell Oil Company
- Hodes iQ (Bernard Hodes Group)
- University of Central Florida
- Royal Caribbean Cruise Line
- Mitsubishi Electric Power Products, Inc.
- **ADP**
- Hospital Humana, Inc.
- Mercer
- Hewitt Associates
- Chevron Corporation
- McGuireWoods LLP
- British Telecom
- SAIC
- Kaiser Permanente
- Jackson Lewis LLP
- ConocoPhillips
- Time Warner Cable

# Standards Development Principles



## PILLARS of STANDARDIZATION

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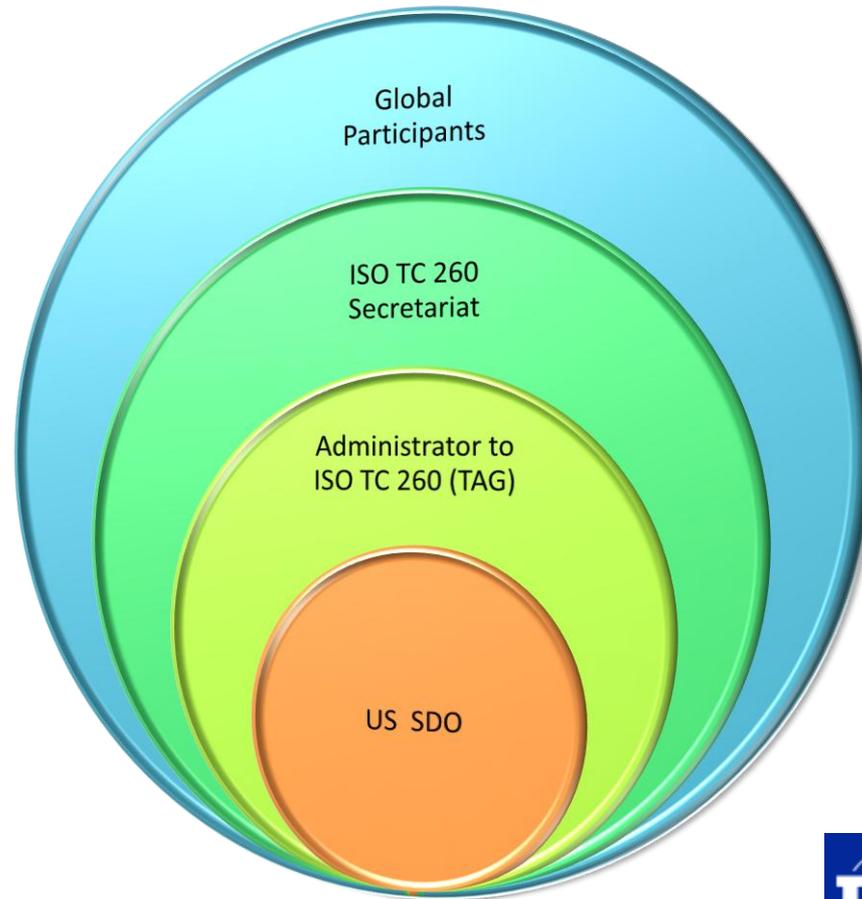
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\*Global if ISO

# SHRM Now Oversees All Levels of HR Standards Development

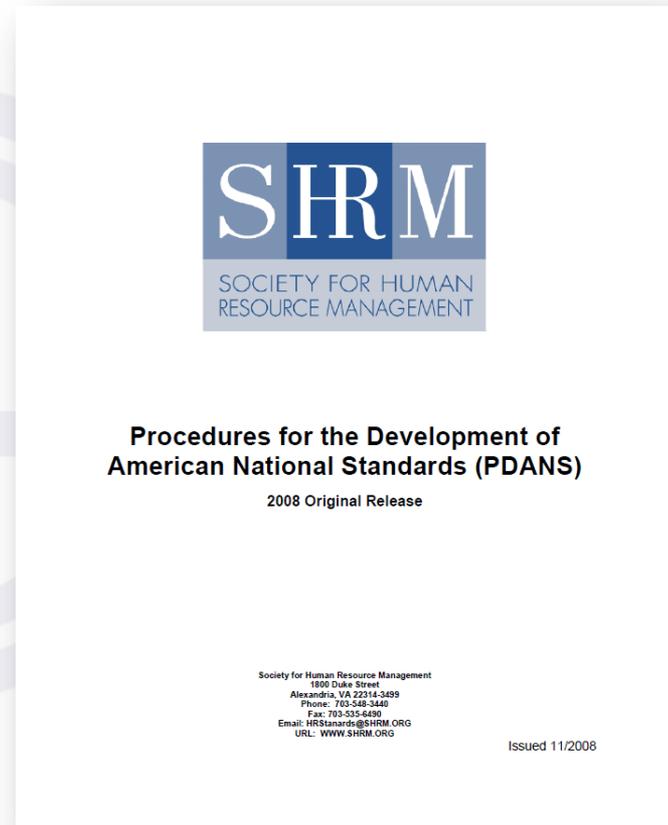
SHRM is the player at all levels



# Process Check: How the Work Must Be Done

## ***SIGNIFIES THAT THE STANDARDS...***

- Will be developed using fair, open process that ensures a level playing field
- Will meet the needs of materially affected interests
- Will be voluntary – compliance is not required unless adopted by regulation or statute



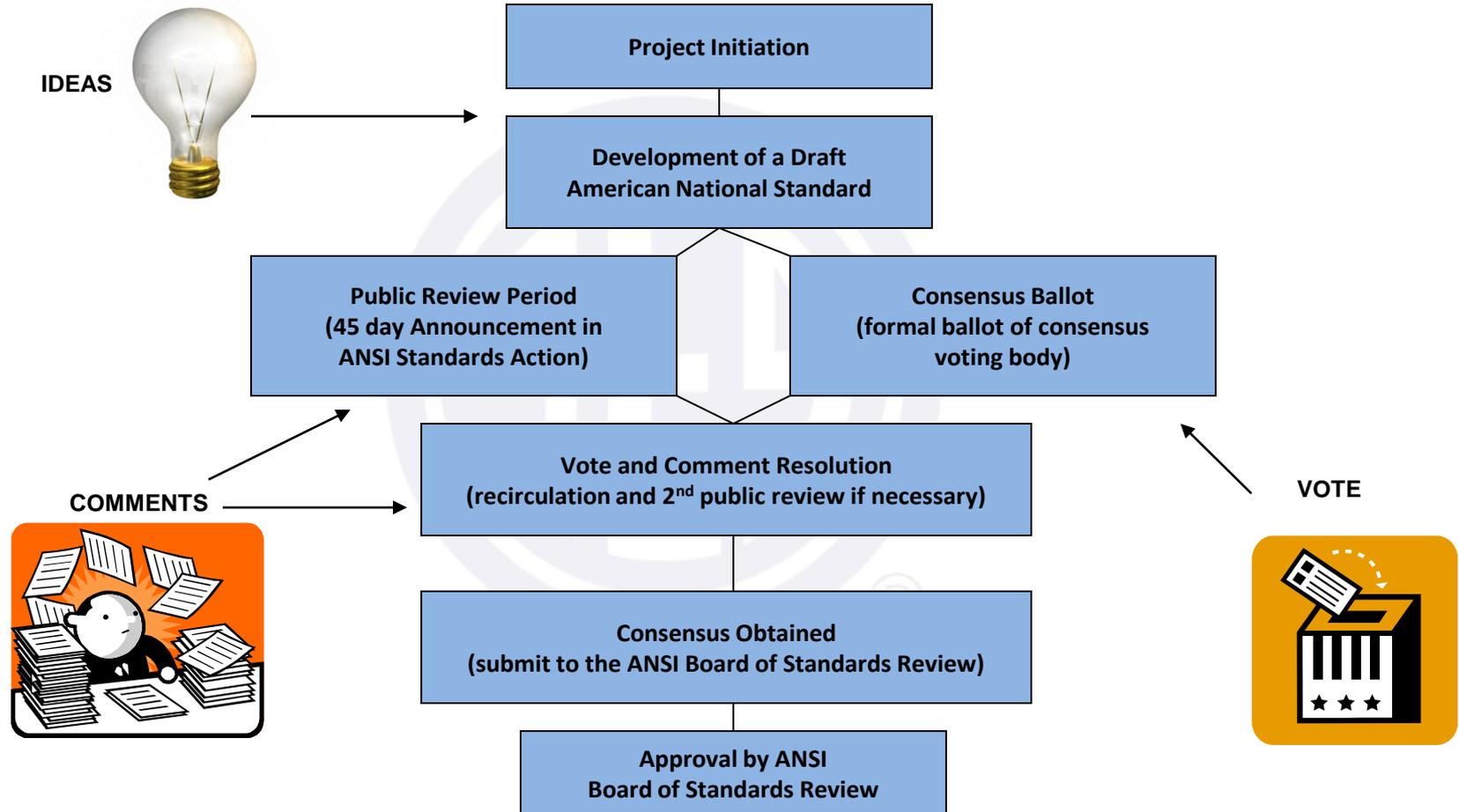
**This is a public document if you want a copy.**

# Process Check: Areas of Inquiry

- T.1 Definitions (DEF)
- T.2 Metrics and Measures (MAM)
- T.3 Compliance and Regulatory (CAR)
- T.4 Compensation and Benefits (CAB)
- T.5 Employee and Labor Relations (ELR)
- T.6 Staffing and Workforce Planning (SWP)
- T.7 Organizational Development and Change Management (ODC)
- T.8 Mergers, Acquisitions and Outsourcing (MAO)
- T.9 Performance Management (PER)
- T.10 Diversity and Inclusion (DAI)
- T.11 Sustainability and Workforce Readiness (SWR)
- T.12 Training and Employee Development (TED)
- T.13 International (INT) US TAG

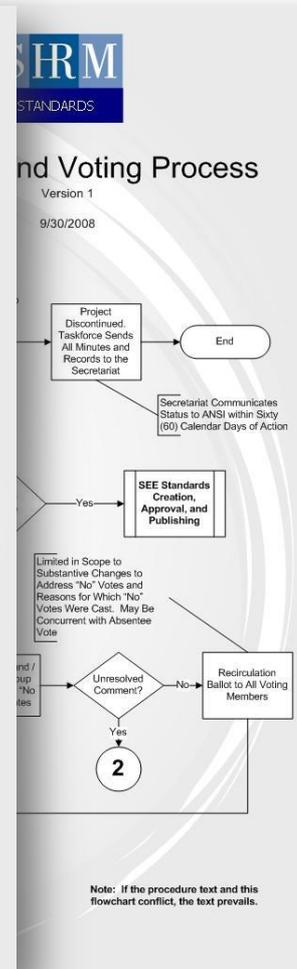
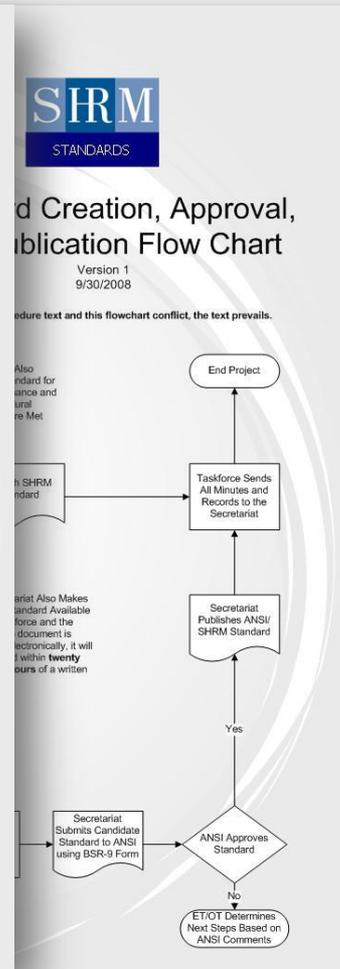
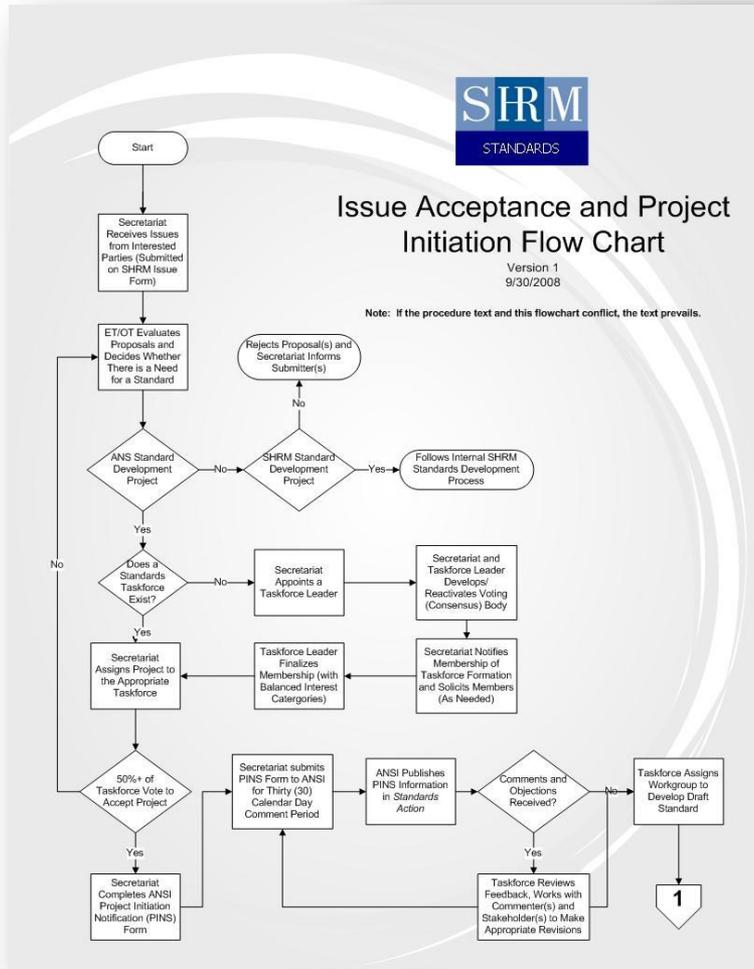
Red connotes active taskforces

# Process Check: From the Tree Tops

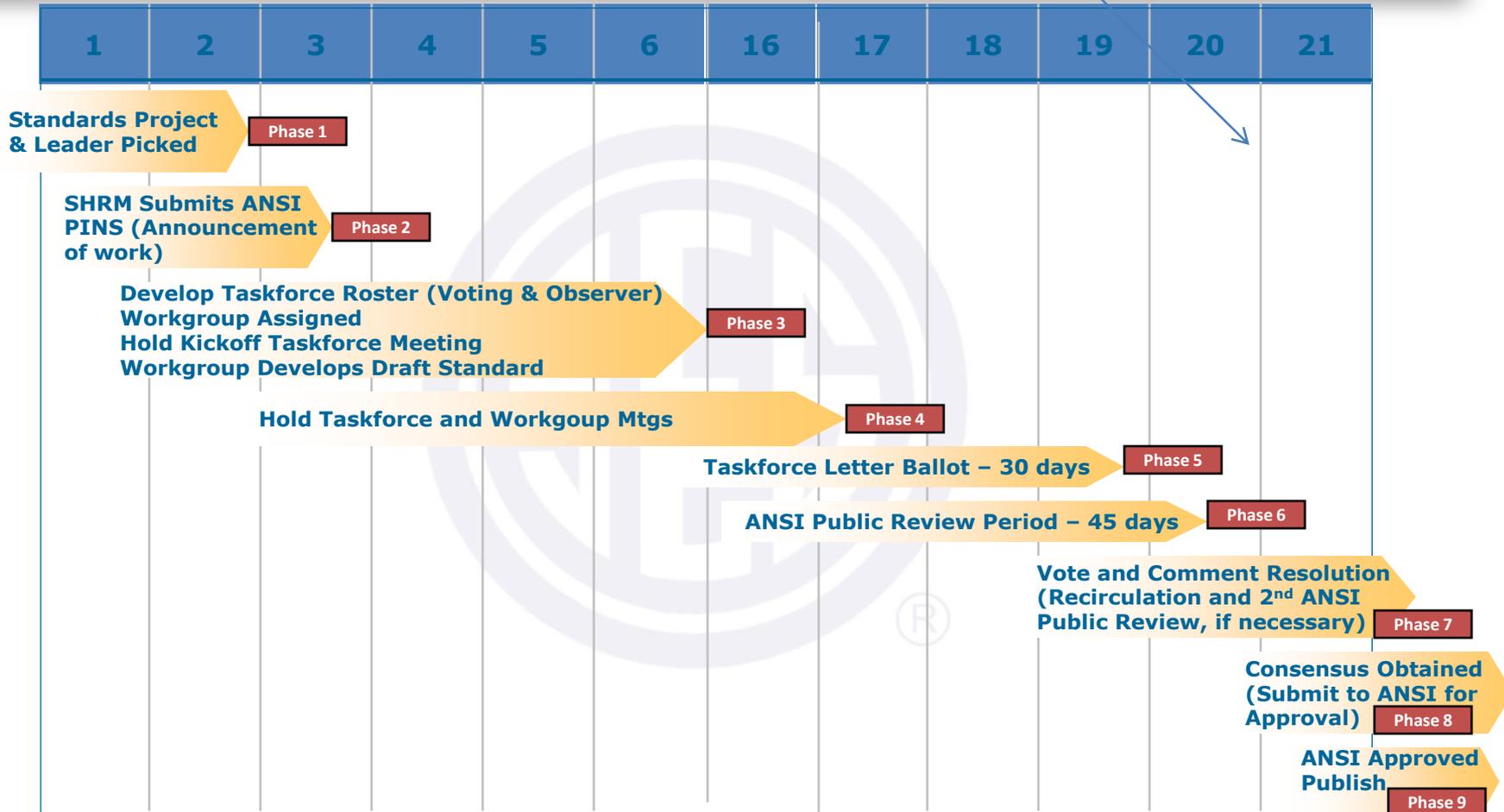


# Process Check: At the Roots

Process Checks: The Previous Process Expanded

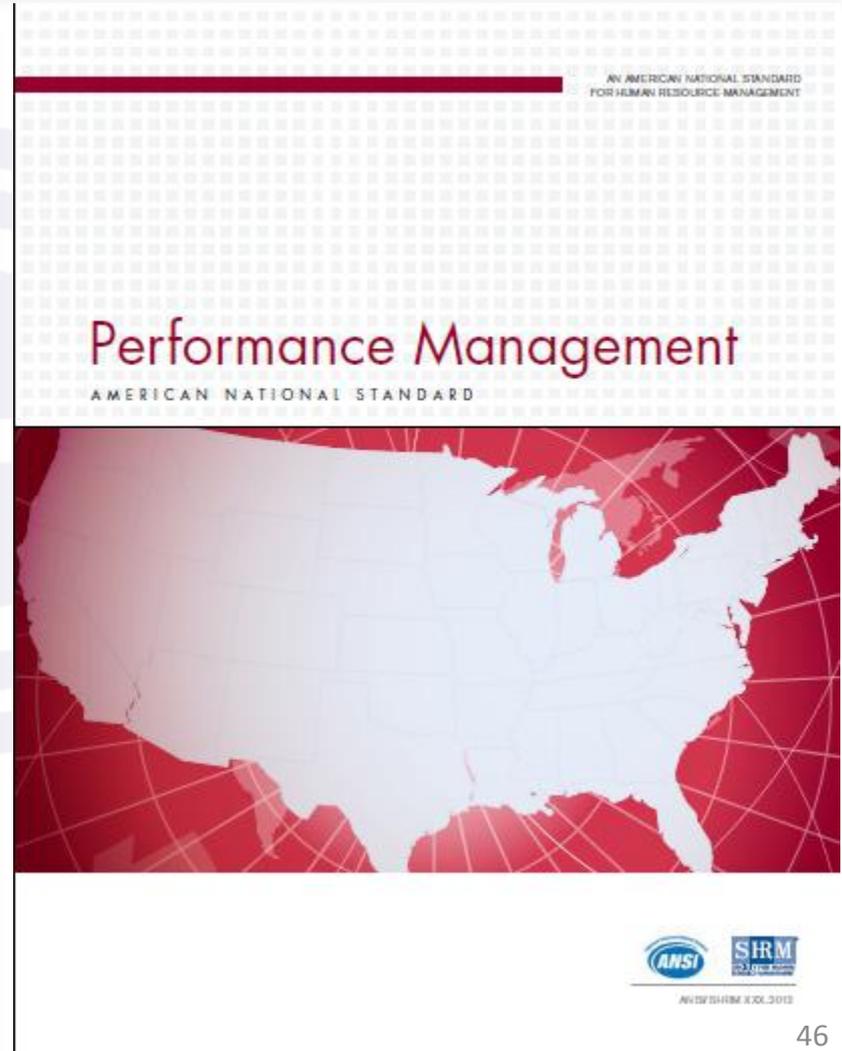


# Process Check: Domestic Standards Development Timeline (est.)



*Timeline extended should any letter ballot and public review comments result in substantive changes to the draft standard and also factoring additional taskforce and workgroup meetings. Appeals Process in place if applicable. Reference SHRM Procedures for the Development of American National Standards (PDANS).*

# The First of Many



**HOW DO I USE THESE HR  
STANDARDS?**

# Making it Real

- Andrew Gadomski of Aspen Advisors
- Has operationalized the standard
- Placing the requirements into a fillable PDF

VERSION 1.05

STANDARDS IMPLEMENTED ANS1 / SHRM 0006.2012 Cost Per Hire Comparable, Internal, and RCR

DOCUMENTATION UPDATED 01/05/12 COMPILER / AUTHOR: Chris Smith, chris@ABCcompany.com

GENERAL INFORMATION: The suggested format for visually displaying a cost per hire metric was used.

CPHI= $\frac{\Sigma(\text{External Costs}) + \Sigma(\text{Internal Costs})}{\text{Total Number of Hires In Time Period}}$	COST PER HIRE, INTERNAL	2372
	Date Range	04/01/12 - 06/01/12
	Last Updated	01/05/12
	Total Costs	\$ 118,500.00
	Total Hires	50
	Cost Details	See below

CPHC= $\frac{\Sigma(\text{External Costs}) + \Sigma(\text{Internal Costs})}{\text{Total Number of Hires In Time Period}}$	COST PER HIRE, COMPARABLE	1472
	Date Range	04/01/12 - 06/01/12
	Last Updated	01/05/12
	Total Costs	\$ 73,600.00
	Total Hires	50
	Cost Details	See below

RCRI= $\frac{\Sigma(\text{External Costs}) + \Sigma(\text{Internal Costs})}{\text{Total 1st Year Compensation of Hires In Time Period}}$	RCR, INTERNAL	0.00%
	Date Range	04/01/12 - 06/01/12
	Last Updated	01/05/12
	Total Costs	\$ 118,500.00
	Total Hires	50
	Total Compensation	\$ 0.00
	Cost Details	See below

RCRC= $\frac{\Sigma(\text{External Costs}) + \Sigma(\text{Internal Costs})}{\text{Total 1st Year Compensation of Hires In Time Period}}$	RCR, COMPARABLE	0.00%
	Date Range	04/01/12 - 06/01/12
	Last Updated	01/05/12
	Total Costs	\$ 73,600.00
	Total Hires	50
	Total Compensation	\$ 0.00
	Cost Details	See below

This document is designed as a counterpart to the ANSI Standard for Cost Per Hire. Download a published version of the standard. This document is updated on a regular basis. This version has been updated as of April 19, 2012. It is version 1.05. Verify this is the latest version of the worksheet by [downloading the most recent version.](#)

# The Standard Result

- Example 2

Direct Office Expenses				\$ 0.00
Percentage of overall office costs based on headcount				\$ 0.00
Recruiting Learning and Development				\$ 0.00
Secondary Management Cost of Time*				\$ 45,000.00
Events / Job Fairs	Interviews:	300	Internal Rate: \$ 150.00	\$ 45,000.00
Requisitions / Normal Business	Interviews:	0	Internal Rate: \$ 0.00	\$ 0.00
<b>NUMBER OF HIRES IN TIME PERIOD</b>				<b>50</b>
Requisitions Executed - Full Time - Internal Hires				10
Requisitions Executed / Full Time - External Hires				10
Requisitions Executed / Part Time - Internal Hires				10
Requisitions Executed / Part Time - External Hires				10
Temporary Staff Already on Payroll Converted to Full Time				10
Other (excluded from types above, and NOT included in any CPH calculations)				8
Supplemental workers, agency staff, contractors not on payroll				2
Employee contracts that automatically renew				2
Temporary assignments, secondments, or rotation hires				2
Hires that were executed in systems as part of restructure or reclassification				2

Expenses marked with an asterisk (\*) will be used during the calculation of the Cost Per Hire Internal only.

This document is designed as a counterpart to the ANSI Standard for Cost Per Hire. [Download a published version of the standard.](#)

This document is updated on a regular basis. This version has been updated as of April 10, 2012. It is version 1.05. Verify this is the latest version of the worksheet by [downloading the most recent version.](#)

# The Latest Version



Working With Us

Solutions for Corp HR

Solutions for HROs

At a Glance

Contact Us

In order to advance comparison and benchmarking for the ANSI Cost Per Hire Standard, we have created a central dataset where companies can submit their demographics and CPH data and compare with other companies. Our vision is to have an unlimited number of companies use this tool and make CPH data accessible to all who adopt the ANSI standard.

## Step 1

Review the ANSI Cost Per Hire Standard and research your internal and comparable costs associated with the standard.

 [ANSI Cost Per Hire Standard](#)



## Step 2

Compile your data into the provided CPH Compiler, and produce your CPH Internal and CPH Comparable metrics.

 [Cost Per Hire Compiler](#)



## Step 3

Submit your CPH Comparable data, and call us to validate. Valid submissions grant access to comparable data.

 [Submit CPH Data](#)



## Step 4

Compare CPH Data

Total Cost Per Hire (All Data) by Employee Population



2013



CPH by Employee Size



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Sitemap

Cost Per Hire

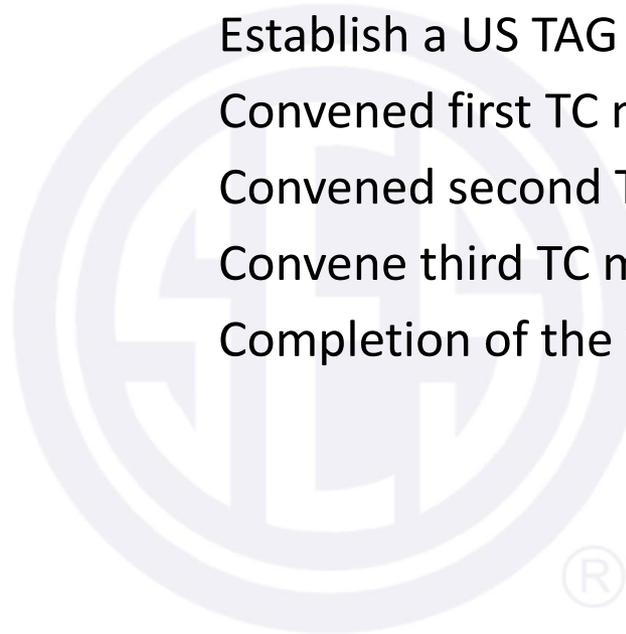
# Other Ways to Operationalize the Standard

- Benchmark your CPH data with local firms to determine a community or sector or department/division pricing models for talent
- Use the CPH in your preparation for collective bargaining agreement
- Require recruiting or staffing firms to submit bids or RFP based on the CPH standard's algorithm
- Build your budgets based on inputting historical data into the CPH approach, adjusted for inflation
- Conduct a seminar with your workforce leaders on CPH and its influence on hiring decision
- Use CPH results as a way to leverage job posting costs with newspapers and online services
- Establish a Recruitment Efficiency Index based on the standard

# **OPPORTUNITIES AND CHALLENGES**

# Opportunity: Global Growth

- February 2011: Establish ISO TC 260 for HRM
- March 2011: Establish a US TAG
- November 2011: Convened first TC meeting (US)
- September 2012: Convened second TC meeting (Australia)
- September 2013: Convene third TC meeting (the Netherlands)
- 2014/2015: Completion of the first ISO TC HRM standard(s) anticipated



# Implications: Opportunities

- Once a number of domestic standards are done, SHRM can establish an Accreditation methodology for organizations that wish to be identified as compliant to the standards.
- ISO is eager to establish a management system for HR management standards. They have begun considering numbers, like ISO15000, for this system of global standards.
- ANSI and ISO strongly supports of this effort.
- As more international organizations and governments learn about this standard, they are interested in getting involved.

# Implications: Challenges and Risks

- The HR community fails to appreciate the magnitude of this achievement and build on the opportunity
- Existing standards developing bodies (ILO) continue to challenge the legitimacy of these standards
- Peer global associations have registered concern about SHRM or US hegemony in the area of HR standards
- Some business leaders are concerned that standards will restrict their freedom to operate in the marketplace
- Consumers and employees may become concerned that standards will further dehumanize the workplace and cause worker exploitation
- HR professionals are concerned that these standards will make them more accountable
- Legal challenges – although not required, legal compliance offers some protection
- After building it (them), will they come?

# Advantages to the Business Community

- Building on previously standardized HR practices, metrics, systems, and terminologies lowers talent acquisition and transfer costs
- Standardization lowers costs by eliminating redundant practices, minimizing errors, and reducing time to hire and develop workers
- Standards and conformance foster innovation in the labor market, shortening the cycle between the need to hire and a productive worker

# Advantages to the CHRO

- CHROs can objectively and accurately measure the value of function to the success of the firm
- CHROs will now have a method to measure and assess the effectiveness of temporary, freelance, or outsource labor
- Minimum effective standards will allow CHROs to focus limited resources on key strategic initiatives and otherwise be simply effective

# Advantages to Membership

- Reliance on standards and conformance ensures talent acquisition and development quality and reliability, all of which provides cost savings and a better return on investment
- Standards confirm the idea that HR is a unique, exclusive, and essential profession
- Membership will receive new solutions, tools, and networks to help them contribute to organizational success

**CALL TO ACTION**

# Next Steps and Other Issues

- Expand domestic standards work to other subject areas
- Establish and grow global standards efforts
- Based on market need, establish a conformity assessment (accreditation) solution
- Build awareness and enthusiasm about HR standards
- Prove business and professional value

# So what do we need... ?

- We need participants and other resources to expand the work
- We need stakeholders to review public review documents
- We need organizations to use these standards
- We need advocates
- We need you!



# How Do I Participate?

- Visit the SHRM Standards Website to learn what participation opportunities are available
  - <http://www.shrm.org/hrstandards/Pages/default.aspx>
- Encourage your organizational leadership to join the US TAG and/or to sponsor domestic activities
- Comment on public review versions of draft standards (available on the Standards Website)
- Use the standards and provide feedback on their effectiveness
- Advocate and Engage
- Obtain current published standards here:

<http://www.shrm.org/HRStandards/PublishedStandards/Pages/default.aspx>

# **IN SUMMARY**

# Summary

Summary

- Standards have been around since the beginning of time. HR has had a shadow role in the development of standards.
- The HR profession needs standards to fully implement its professional role like other learned professions.
- HR professionals can add material value to their organization and focus their resources on truly growth oriented organizational activities.
- Using credible standards development processes required by both ANSI and ISO.
- Several international organizations and governments are attracted to HR/Labor standards.
- Organizations are actively pursuing a leadership role in the development of standards

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SHRM » HR Standards

## Human Resource Management Standards

The Society for Human Resource Management (SHRM) is the world's largest association devoted to human resource management. Representing more than 250,000 members in over 140 countries, the Society serves the needs of HR professionals and advances the interests of the HR profession. Consistent with SHRM's role in promoting professionalism in the HR field, the Society began an intensive effort to sponsor the development of organizational standards in 2009. SHRM's intent was to capture and codify the threshold customs, procedures, and practices of our most effective practitioners in HRM. This interest meant assembling interested parties whether they be members, non-members or laymen to the HR field. Through our relationships with both the American National Standards Institute (ANSI) and the International Organization of Standardization (ISO), SHRM has spearheaded the establishment of professional HR standards in the United States and around the globe.

**NEW!** Workforce Planning DRAFT Standard is Available for 1st Public Review. [Click here to review draft.](#)



For specific questions about HR Standards, please contact:  
[HRStds@shrm.org](mailto:HRStds@shrm.org).

## Get Involved

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## Featured Item

The plenary meeting for ISO Technical Committee 260 for Human Resource Management was held November 10th and 11th, 2011 in Arlington, Virginia. Delegates from 11 countries attended this first meeting of the ISO technical committee that will be creating global HR Standards.

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### Human Resource Standards

Group Photo from the ISO TC 260 Plenary Meeting in November 2011



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### Human Resource Standards

An American National Standard is currently being developed to establish an approach for public companies to include human capital indices in annual reports, 10-Ks, and other investor instruments. This global taskforce has developed a draft document and is looking for companies that are willing to give the document a rigorous field test. If you are interested, please send an email to

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Human Capital Measures in Annual Reports, 10-Ks and other Investor Instruments: [lnkd.in/ASzBrb](http://lnkd.in/ASzBrb)

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# Where We've Been

- Defined the problem (both domestically and internationally)
- Offered a standard definition for a 'standard'
- Described the typical process and timeline for developing a standard
- Discussed the operational benefits of the CPH standard
- Showed the opportunities and the risks for establishing global standards, and,
- Made the 'Call for Action' -- How you can get involved

# So Finally, A Metaphor to Explain Where Were

**Standards are like isolated  
specks of paint on a canvas.**

**Alone, they say very little.**

**But working together, using a credible process . . .**

But together they paint the  
picture of a profession



# Questions



**Questions?**



**THANK YOU.**



The Society for Standards Professionals

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