



Working Group on

Human Capital

Strategy and Measurement II

Due to overwhelming demand, we have created a second working group to focus on this important topic. The inaugural meeting of the new group will be held in March. See the back of this brochure for more details and an application form.





Getting HR a Seat at the Table Using Human Capital Measures

to Meet Strategic Targets
and Key Performance Indicators

The growing importance of human capital (HC) measures can provide HR departments with unprecedented opportunities to play a key role in developing and implementing corporate strategy. This trend is reflected in a recent report from

The Conference Board that found over three-quarters of HR professionals taking part in a survey expect there will be greater use of HC metrics to meet strategic targets or KPIs over the next three years.

But before HC metrics can be of practical use in connecting HR strategy to overall company strategy, they must first gain credibility as tools. HR leaders must be able to persuade business managers that HC measures are the decision support instruments they should turn to when creating action plans for their workforce. The metrics should also be available at both the corporate and the business unit level, especially since the latter level is where specific decisions about people can have a more immediate and visible impact.

While many companies are launching these and other efforts to connect HR to business strategy with metrics, few are satisfied with the results. The Conference Board® Working Group on HC Strategy and Measurement II will focus on establishing how human capital metrics can pilot strategic initiatives and proving the value of linking HR initiatives to business strategy.

Conference Board Working Groups

are unique networks of 20–25 senior executives from leading organizations. These executives come together to develop the intellectual capital that provides companies with the practical information they need to strengthen their performance in today's global business environment. Participants take part in a series of consultative meetings – both in-person and online – to formulate and carry out research initiatives needed to achieve the working group's objectives.

Issues On the Table

A vital part of this working group is the opportunity to participate in candid and confidential discussions about your human capital issues. Potential topics to be addressed include:

Aligning HR metrics with strategic objectives

Workforce planning Building scenarios for talent management, the skills gap caused by the retirement of the baby boomers, and expanding into emerging markets

Leadership measures What they mean and how they can be used

Recruitment Internal and external best practices

Developing the right competencies and training

Improving employee engagement

Retention How “intent to leave” measures can improve retention

Calculating the true costs of reorganization

Outsourcing How HC measures can calculate the value of an internal service

Incorporating HC metrics into existing planning and measurement efforts (Balanced scorecard, strategic planning, bonus plans, HRIS, etc.)

Choosing between a permanent or ad-hoc team

Determining the budget needed to implement HR strategy and metrics

Why should you join?

Some experts assert that HC is one of the few opportunities left for producing marketplace differentiation, and HC measures have the ability to influence the market value of a firm. Participation in this working group will enable you to develop a “human capital strategic plan” that you can use in furthering the process of making HR a strategic partner in your organization.

Benefits of participation

Benchmark your current HR strategy and metrics efforts against your peers

Evaluate the utility and impact of your company’s current HC metrics

Learn how a people metrics project should be implemented

Discuss leading-edge HC strategy and metrics during working group meetings

In addition to the HC strategic plan, members will also receive a research report and a PowerPoint presentation based on both the knowledge shared during meetings and additional working group research.

For more information, please contact:

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For the latest information
on The Conference Board's
Working Group program, visit
[www.conference-board.org/
workinggroups.htm](http://www.conference-board.org/workinggroups.htm)

Who should join?

Vice Presidents and Directors of:

Human Resources
Leadership Development
Performance
Learning and Organizational
Development

Operations
Planning and Analysis
Six Sigma
Business Improvement / Quality

Working Group schedule

The Working Group on Human Capital Strategy and Measurement II will meet three times in-person and twice via Web conferences over the course of six months. In between these meetings, researchers from The Conference Board will perform studies requested by the working group and prepare summaries of the outcomes of each meeting. This schedule will limit your time and travel commitments and enable us to share information rapidly to achieve your research goals.

Participation fee \$8,500 for Conference Board Associates

Inaugural meeting

When	Agenda
February 28-March 2, 2006	February 28 Dinner
	March 1 Meeting 9 am-5 pm
	Dinner 6:30 pm
	March 2 Meeting 9 am-12 pm

Where
The Conference Board
845 Third Avenue
New York, NY

Application Form Human Capital Strategy & Measurement II

Name _____

Company _____

Title _____

Address _____

City _____ State _____ Zip _____

Tel () _____ Cell () _____

Fax () _____ E-Mail _____

Assistant's Name _____

Tel () _____ Fax () _____

E-Mail _____

My company is a Conference Board Associate member. We are entitled to the rate of \$8,500

Please Return Via Fax or E-mail to:

Amanda Humes, Program Coordinator, The Conference Board
Fax 212 836 9716
amanda.humes@conference-board.org

Please photocopy form for additional applicants

For office use only

Membership Status: Associate - Non-Associate
Stars Verification:
Council Member: Y/N Council Name:
Department No.: 260

Former WG Member: Y/N
ID No.:
Company ID:
Invoice Request to Accounting:

Former WG Name:
Project No.: 5802-06
Invoice Mail Date/Method:
Working Group Leader Approval: Y/N

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