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WORK PACKAGE 4

Implementation and exploitation projects

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D8: BEST PRACTICES FROM IMPLEMENTATION PROJECTS

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4.0	24 th September 2012	Final version

1. BACKGROUND INFORMATION: THE EMOLL PROJECT

The EMOLL project

In a knowledge-based society, a special place should be granted to the management of the skills necessary for companies to be at the top in a competitive environment.

The money invested in this process is wasted due to lack of tools for measurement of the efficiency of trainings, especially with accent on link between organization performance, strategy and trainings of individual employees.

The EMOLL project responds to the lack of clear methodology for educational efficiency measurement applicable for organizations and companies standing out formal and non-formal life-long educational system by delivering both, a global and general approach, with a set of indicators as well as a framework that needs to be adapted to the particular environment of each company or organization on the basis of its objectives, contexts, strategy.

The EMOLL methodology is based on the Balanced Scorecard (BSC), which is a strategic management tool aimed at formalizing, communicating the company's strategy and measuring its financial and non-financial results. The basic principles of the BSC method are projected in EMOLL methodology. They were applied, within the EMOLL project, for the level of HR development with dominant orientation to education of employees.

The methodology brings new views to these areas by reflecting 4 perspectives:

- 1. learning and growth of employees (of organization),*
- 2. financial liability,*
- 3. value for customer,*
- 4. efficiency of internal processes within HR area.*

2. INTRODUCTION

The EMOLL methodology was applied by national based expert teams selected by the project partners in 12 chosen target organisations during the validation phase in order to observe its real running. In the *Guidelines to the processes of implementing the product into beneficiary organizations* it was agreed that the validation method to be applied to verify the methodology, the KPIs and the simulation model was a focus group, performed in two organizations on a national level.

The aim of focus groups was to verify the methodology, the KPIs and the simulation model through practical applications to the company reality and to check how the methodology developed within the Project works in practice.

More specifically the beneficiaries have adopted the methodology and created their own KPIs to improve the comprehensive development of their employees.

After the exercise the participants of the focus groups answered the questionnaires regarding methodology, the KPIs and the simulation model.

Additionally they commented on problems identified, positive aspects indicated and other observations as to the methodology itself.

The following countries were involved in the implementation phase:

- Czech Republic;
- Italy;
- Poland;
- France;
- Bulgaria;
- Turkey.

The aim of this document, **Best Practices from implementation projects**, is to show that:

- the EMOLL approach is implementable, and
- that the best practices, which originated from the implementation and adaptation process, are useful examples and recommendations for next exploitation beyond the project's life.

The best practices were collected from project partners at the end of the validation phase as examples and recommendations on how to implement the methodology.

A large part of the analytical work, to identify best practices, was already done in the validation phase itself. The Best practices fiches were a way of providing uniformity to the set of data collected.

The Best Practices document is built on *Guidelines to the processes of implementing the product into beneficiary organizations* and on *Validation Report: Presentation of country feedback on the EMOLL methodology, KPIs and simulation model* (see chapter 10. References), so it does not repeat extensively the process of validation and its results. We concentrate in this document on the Best Practices examples and the future exploitability of EMOLL outcomes.

To collect the relevant data, one per pilot organization in each country, the *Best practices* fiches (see Appendix no.1) and *Summary of workshops within pilot organizations* (see Appendix no. 2) were used. The gathered information completes the scope outlined above.

Specific internal data of pilot organizations (i.e. organization name and contact persons) within the fiches are kept as confidential because of the nature of the data processed within the validation phase and thus will not be displayed in the present public document.

The table below illustrates what it has just been mention thus the confidential codes (PO) assigned per EMOLL partner.

EMOLL PARTNER	PO CODE	TITLE of the BEST PRACTICE
P1 EUROPROFIS	CZ1	Involvement of managers from all management levels, their new approaches to HR area and interest in development of competencies in HRM and HRD area
	CZ2	New perspectives and approaches to the measurement of benefits in the area of human resources development (HRD)
P2 SCIENTER	IT1	Interdependencies
	IT2	New adventures in training evaluation
P3 CTC Polska	PL1	Program of academic faculty training and development
	PL2	Program of improvement and development of company and its employees
P4 BPU	FR1	Application of EMOLL methodology for evaluation of the results of trainers' training in a French regional network.
	FR2	An automated quality system of the evaluation of training
P5 G. Popov	BG1	KPIs for Bank

	BG2	KPIS for BG2 - Bulgaria
P6 OPAL	TR1	Evaluation of training activities
	TR2	EMOLL methodology application

3. HOW TO ADOPT EMOLL?

This chapter illustrates how in the validation phase of the EMOLL project, the methodology has been tested in beneficiary organizations following a precise implementation scenarios, which have been extensively presented in the *Guidelines to the processes of implementing the product into beneficiary organizations*.

The project partners chose to stick to the same scenario (scenario 1) among the two proposed in the document cited above. All the partners choose to apply the first scenario because the duration and the concept underneath it enabled to gather the whole set of information needed. The second scenario instead was shorter and less in depth and it was available in case it was impossible to undertake scenario 1.

The chosen scenario had the following steps:

- **Step 1)** One day workshop with key people involved in trainings HR department. Selected line managers, member of top management, external trainers (in option), EMOLL facilitator (HR strategy committee); Expert days: 3 (for each expert)
- **Step 2)** Half day workshop with the same group - selecting Key performance Indicators -KPIs- and related indicators, Expert days: 2
- **Step 3)** Separate consulting between EMOLL expert and involved people, line manager, HR managers, specification of KPI and indicators; Expert days: 4
- **Step 4)** Half day workshop with the same group - verification of KPIs and indicators. Expert days: 2
- **Step 5)** One day workshop with all line managers. Management game, simulator, - familiarizing with EMOLL (BSC) approach presentation of proposed system, strategy map specified on company conditions, selected KPI and indicators; Expert days: 3
- **Step 6)** Correction of indicators (measure card) - measuring procedures, responsible persons; Expert days: 3
- **Step 7)** Pilot measurement on selected case and evaluation, Expert days: 5
- **Step 8)** Half day workshop with HR strategy committee, final report, Expert days: 3

Number of expert days per pilot: 25 (based on company size)

The implementation scenario as well were subjected to adaptations due to the different:

1. beneficiary organizations characteristics being them:
 - product-oriented organizations (e.g. industry) or
 - service-oriented organizations (training companies, commercial organizations providing services -i.e banks) or
 - University or higher education institutions.

2. Partners' countries characteristics

The EMOLL methodology has been subjected to adaptations due to the particular environment of each company or organization on the basis of its objectives, contexts, strategy.

As a matter of facts to make possible a realistic application of EMOLL methodology it was necessary to consider the individuality and current conditions and expectations of a particular organization and its executive managers way of thinking.

It has been not easy to apply the EMOLL methodology in an organization with foreign ownership because of the already implemented standardized measurement processes in HR area, including reporting on them to the headquarters. It has been possible only because the expected results of EMOLL enriched the existing practice and coincided with the strategic objective, vision and mission of the headquarters.

The sustainability of the implemented EMOLL methodology was predicted according to the defined period of measurement within each KPI and according to the scheduled/specified meeting with the project partner and CZ2 the pilot organization.

Unlikely to the other EMOLL outcomes, the simulation model was not built to be customized according to the real conditions of a particular organization. More information on validation phase of the simulation model can be found in *Validation Report: Presentation of country feedback on the EMOLL methodology, KPIs and simulation model*.

Best practices fiches were provided to collect the results of the validation phase with the focus on consistently show that the results achieved in the evaluation of the training efficacy and efficiency are superior to those achieved before its implementation, and that they can be used as a benchmark.

The added value of the best practices, as they were used in this project are that first of all you can easily see how a general methodology was adapted to circumstances and, ideally, a "best" practice can evolve to become better as improvements are discovered.

The validation phase described in the document *Validation Report: Presentation of country feedback on the EMOLL methodology, KPIs and simulation model* proved that the EMOLL methodology is implementable and able to provide a systematic approach to evaluation and measurement of education efficiency and efficacy in all typologies of organizations, which were involved in the validation phase.

This is due to the fact that EMOLL:

- allows HR to measure qualitative aspects hitherto unquantifiable,
- provides a systematic approach including, alongside HR, managers from other levels and other parts of the enterprise thus mixing TOP, middle and line management.

Of course differences emerged between implementing EMOLL in one organization or in another due to diverse management approaches, resources available for HR management, and existing quality assurance methods already in place (i.e. ISO).

This has proved to be crucial in the implementation phase and it will still be crucial for future re-use of EMOLL.

Thus, in order to guide the reader through this document and the different possibility of implementation of the EMOLL methodology a mind map has been provided so that, for future use, the research of the best practice "fit for purpose" will be eased.

The **mind map** is organized into 4 different "so called" levels:

- The **first level** divides the organizations by main typologies of target beneficiary: product-oriented organizations, service-oriented organizations and University or higher education institutions.

- The **second level** divides the organizations in SMEs or large enterprises.¹ This has been provided to allow differentiating between companies with very different setting.
- The **third level** presents the best practices themselves.
- The **fourth level** presents the elements that potentially qualify the cases as “good practices” (i.e. innovative, scale/size of implementation, etc.)

All the items in the mind map are put in reciprocal relations, which provide clear vision of all the common elements among the practices (all SMEs are linked together whether they belong to the product-oriented organizations or the service-oriented organizations).

The following images illustrate the different levels of the mind map starting from level one and ending with level fourth and together with an examples of the relations (common elements) derived. They are ranked according to the defined mind map levels.

This means that you can navigate through the map by levels, but also by common elements.

You can also find the dynamic version of the mind map presented here and navigate through it online at <http://webbrain.com/brainpage/brain/94366CAB-2273-2DAC-DC55-3F9E91F08658#-5>.

You open the different levels and elements by simple clicking on each of them.

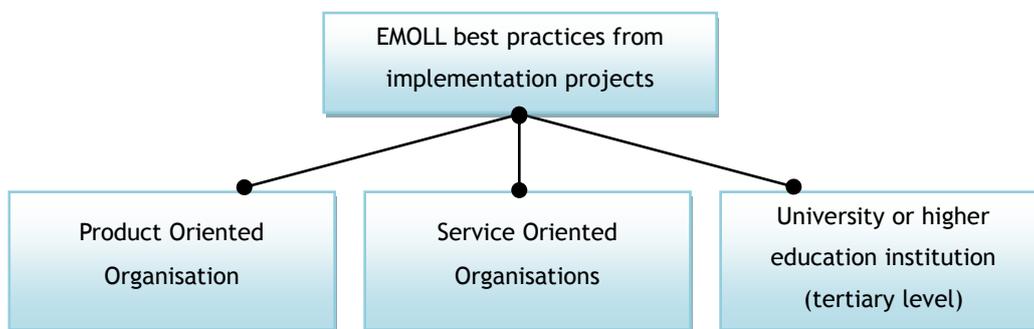


Image 1

The image 1 presents the first level of the MINDMAP and outlines the main typologies of beneficiary organisations, which took part in the implementation activities.

¹ In Europe, there are three broad parameters which define SMEs: micro-entities are companies with up to 10 employees; small companies employ up to 50 workers, whilst medium-sized enterprises have up to 250 employees. SMEs are also defined as firms with either revenues of €10-50 million or a balance-sheet total of €10-43 million.

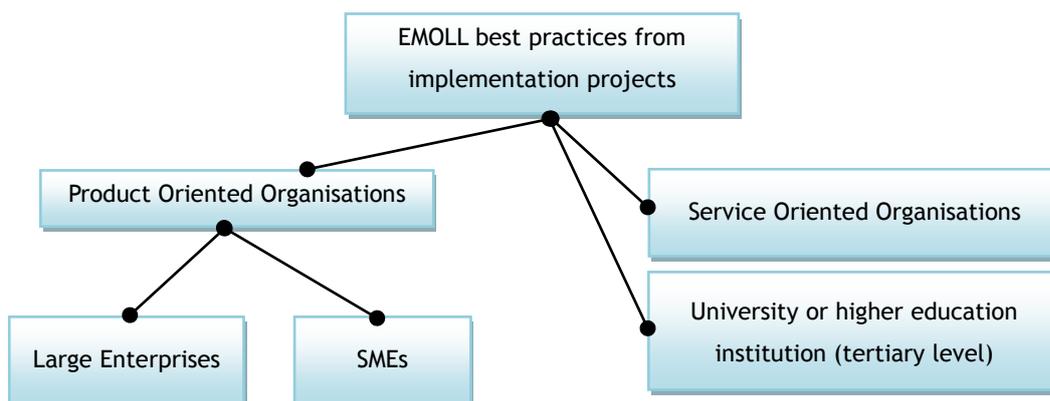


Image 2

The image 2 presents the second level of the product oriented organisations.

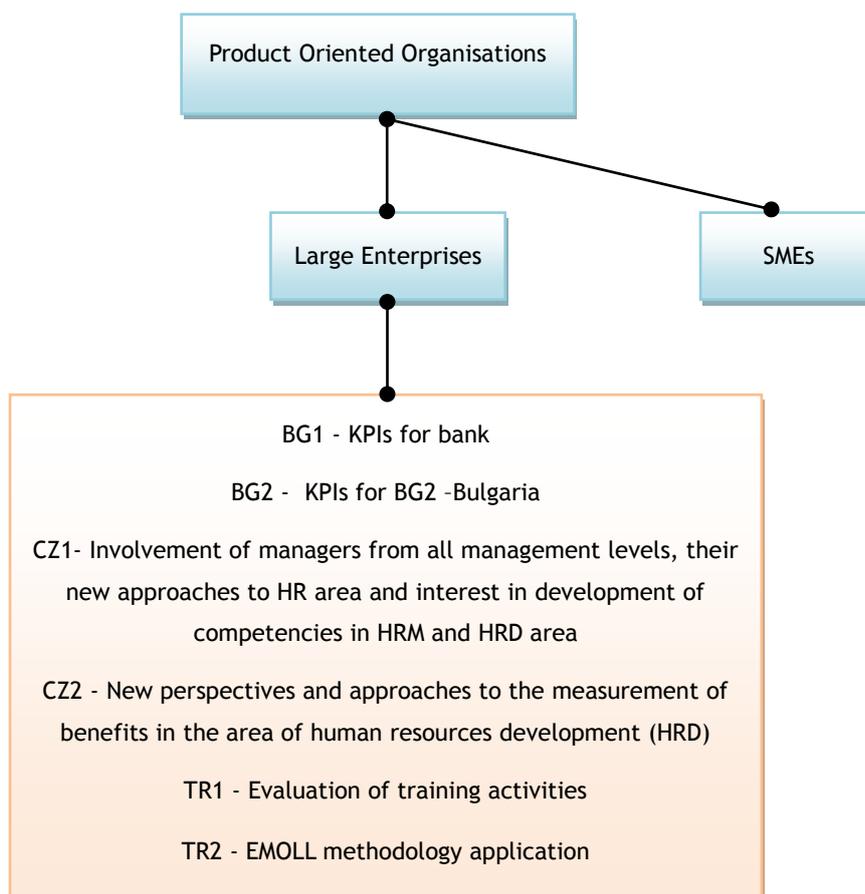


Image 3

The image 3 presents the titles of best practices of EMOLL implementation in large enterprises, which belong to the product oriented organization family. This is the so-called third level.

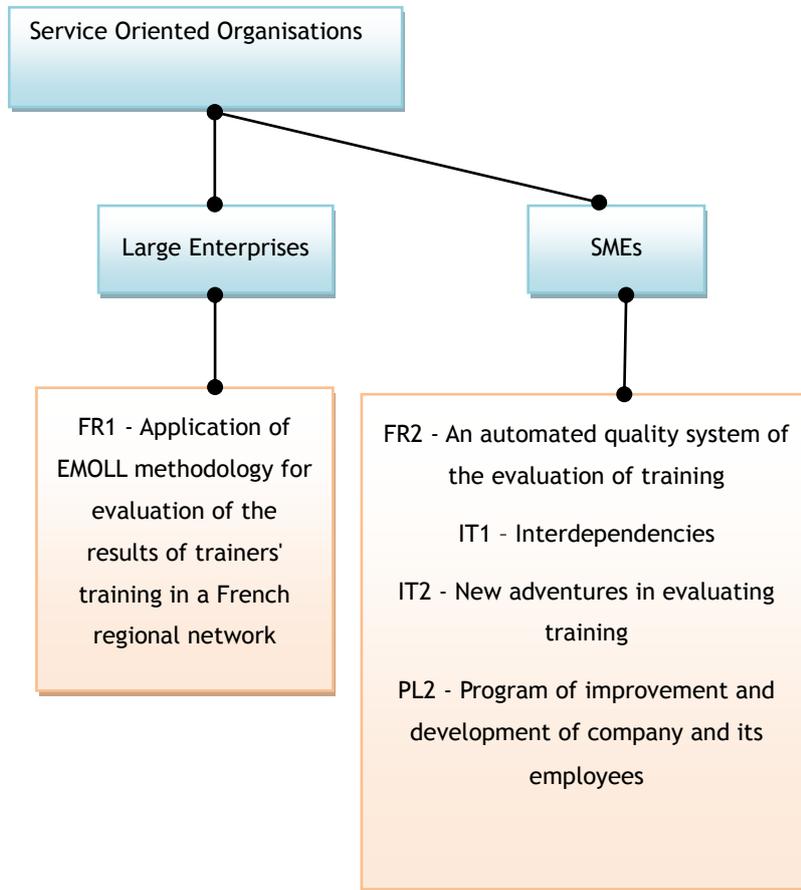


Image 4

The image 4 presents the titles of best practices of EMOLL implementation in the service oriented organization family. This is the so-called third level.

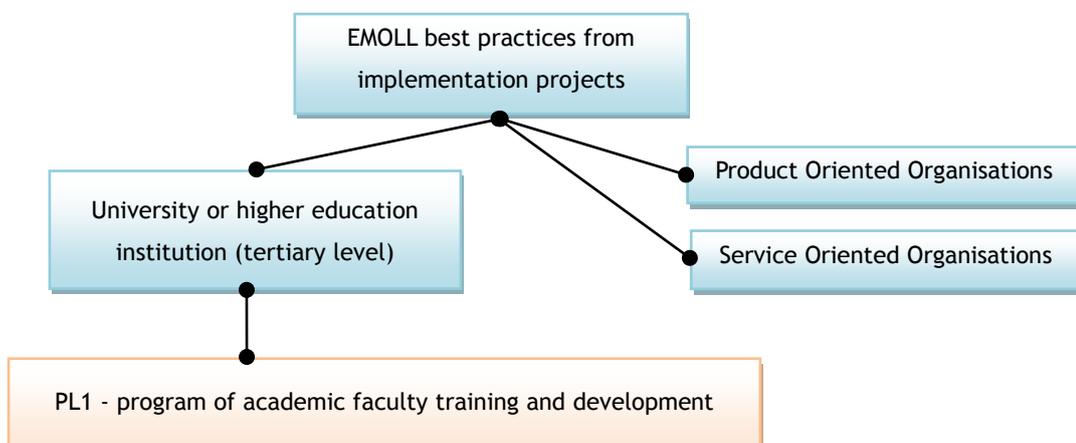


Image 5

The image 5 presents the best practices of EMOLL implementation in the University or higher education institution family. This is the so-called third level.

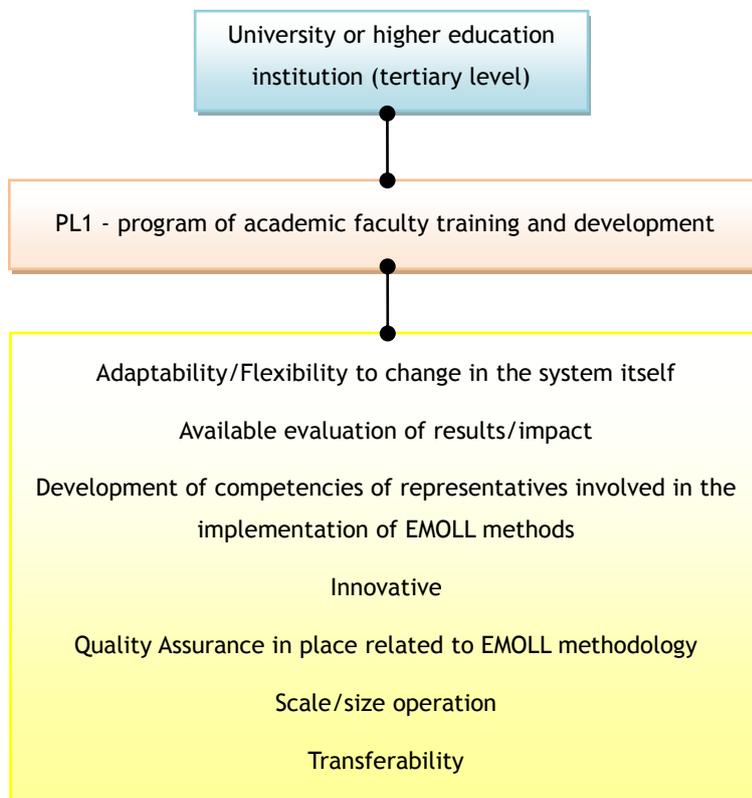


Image 6

The image 6 provides an example of the elements that identify the case as a good practice:

- Innovative (a specific innovative delivery method)
- Quality assurance in place is related to the EMOLL methodology
- Available evaluation of results/impact
- Transferability/functionally other contexts (demonstrated or potential)
- Adaptability/flexibility to changes in the system itself
- Scale/size of operation (the system ability to handle growing amount of work in a capable manner or either the ability to be enlarged to accommodate that growth)

These elements are interlinked between the different practices so that it is possible to navigate among them on the basis on the element the user is looking for being it either the “Transferability” or the “Innovative potential”.

4. EMOLL BEST PRACTICES: PRODUCT-ORIENTED ORGANIZATIONS

EMOLL Template for good practice identity card	
Name/Title of the good practice:	Involvement of managers from all management levels, their new approaches to HR area and interest in development of competencies in HRM and HRD area
Internal CODE OF PILOT ORGANIZATION	CZ 1
TYPE/SECTOR OF PILOT ORGANIZATION	Product-oriented (automotive industry)
NUMBER OF EMPLOYEES (average number of employees during the pilot implementation)	500
<p>Short description of the application of EMOLL method</p> <p>EMOLL method was implemented at CZ1 within the pilot validation during the following period: 4th quarter 2011 - 2nd half-year 2012. The pilot validation was coordinated (on the side of the implementer) by the P1 project team. The expert and methodical issues of EMOLL implementation were supported by a P1 HR consultant.</p> <p>At CZ1, a team for pilot validation of the EMOLL method was formed with 7 members - TOP management representatives, HR manager, line managers and quality manager.</p> <p>We settled the work-plan of pilot validation (scenarios of regular meetings, subjects of the workshops to be discussed, methods and form of evaluation), including the ways of communication between the EP project team and the CZ1 team of pilot validation.</p> <p>During the pilot validation, we presented the EMOLL simulator illustrating the relationships, links and context of different points of view (perspectives) regarding the HRD area. We discussed and subsequently specified and verified strategic issues and indicators within the different perspectives - customer, financial, internal processes and learning and growth (part of the strategic map, which was designed to be used by CZ1).</p> <p>In total, we identified 10 indicators:</p> <ul style="list-style-type: none"> - Customer perspective (2 indicators): Competent employee, Value of HR for company management - Financial perspective (2 indicators): Analysis of training costs, Return of investment - Internal processes perspective (3 indicators): Identification of training needs for the current and future periods, Formalization and institutionalization of HRD processes, Interconnection between HRD processes and other processes in HRM - Learning and Growth perspective (3 indicators): Evaluation of knowledge, Roles and competencies of line managers, Evaluation of training efficiency (benefits) for further use at work <p>During the pilot validation (status as at 30th April 2012), we performed an initial measurement of 8 indicators; by the end of the pilot we will have carried out further measurement of 6 indicators.</p> <p>Being involved in the pilot validation of the EMOLL method, CZ1 adopted a new qualitative and innovative approach to measurement and evaluation in the areas supporting efficient HR management and development. The open-minded approach of CZ1's management and, in particular, the designed time schedule for on-going measurement using the EMOLL method after the finalization of pilot validation, predict a positive trend in HR development in the company.</p> <p>Upon termination of the project, the EP project team will conduct continuous monitoring to keep track of the sustainability of the implemented EMOLL method. The monitoring will be performed within regular working communication with CZ1.</p>	
Elements that potentially qualify the case as "good"	<input checked="" type="checkbox"/> Innovative (a specific innovative delivery method) <input checked="" type="checkbox"/> Quality assurance in place is related to the EMOLL methodology <input checked="" type="checkbox"/> Available evaluation of results/impact

<p>practice”:</p>	<ul style="list-style-type: none"> <input checked="" type="checkbox"/> Transferability/functional in other contexts(demonstrated or potential) <input checked="" type="checkbox"/> Adaptability/flexibility to changes in the system itself <input checked="" type="checkbox"/> Scale/size of operation (the system ability to handle growing amount of work in a capable manner or either the ability to be enlarged to accommodate that growth <input checked="" type="checkbox"/> Other (Please specify): The development of competencies of CZ1 representatives involved in the implementation of EMOLL method (new knowledge in HR area, reflexion of interpretation of new concepts in HRM and HRD area within a wider context, within the company management contexts). 		
<p><u>Comments</u> In real life of a company, all good practice components can be partially limited by occasional insufficient resources (personnel, financial, material and technical, informational) which are necessary for their application. The dominant factor that influences the quality and supports HR development in the organization and all issues connected with it is interest and open-mind of the company’s management regarding the HR area.</p>			
<p>Why is the case of the implementation of EMOLL method interesting for the pilot company?</p>			
<p><i>Transformation of training evaluation practices using EMOLL approach</i></p>	<p><i>EMOLL exploits measurable indicators</i></p>	<p><i>EMOLL responses to concrete organizational contexts</i></p>	<p><i>EMOLL applies the method of strategic management. Recognition of the methodology fitting in the related management strategy</i></p>
<p><input checked="" type="checkbox"/></p>	<p><input checked="" type="checkbox"/></p>	<p><input checked="" type="checkbox"/></p>	<p><input checked="" type="checkbox"/></p>
<p><i>Other (please specify)</i></p>			
<p>Additional references The project documentation (including presentations), which documents the implementation process and meetings of the project teams of P1 and CZ1 during the pilot validation period (archived in the EMOLL project documentation).</p>			

EMOLL Template for good practice identity card

Name/Title of the good practice:	New perspectives and approaches to the measurement of benefits in the area of human resources development (HRD)
Internal CODE OF PILOT ORGANIZATION	CZ 2
TYPE/SECTOR OF PILOT ORGANIZATION	Product-oriented (automotive industry)
NUMBER OF EMPLOYEES (average number of employees during the pilot implementation)	1,030

Short description of the application of EMOLL method

The EMOLL method was implemented at CZ2 within the pilot validation during the following period: 3th quarter 2011 - 2nd half-year 2012. The pilot validation was coordinated (on the side of the implementer) by the P1 project team. The expert and methodical issues of EMOLL implementation were supported by a P1HR consultant.

At CZ2, a team for pilot validation of the EMOLL method was formed with 3 members - representatives of the HR department.

We settled the work-plan of pilot validation (scenarios of regular meetings, subjects of the workshops to be discussed, methods and form of evaluation), including the ways of communication between the EP project team and the CZ2 team of pilot validation.

During the pilot we presented the EMOLL simulator illustrating the relationships, links and context of different points of view (perspectives) regarding the HRD area (apart from the pilot validation team from the HR department, members of management and technical experts of CZ2 participated in the presentation). We discussed and subsequently specified and verified strategic issues and indicators within the different perspectives - customer, financial, internal processes and learning and growth (part of the strategic map). The strategic map was designed to be used by CZ2.

In total, we identified 10 indicators (some of them are already being used in the company) covered by the respective perspectives:

- Customer perspective (3 indicators): **Competent employee, Value of HR for company management, Functionality of strategic HR management**
- Financial perspective (1 indicator): **Return of investment**
- Internal processes perspective (3 indicators): **Identification of training needs for current and future period, Formalization and institutionalization of processes in HRD, Interconnection between HRD processes and other processes in HRM**
- Learning and Growth perspective (3 indicators): **Evaluation of knowledge, Roles and competencies of line managers, Evaluation of training efficiency (benefits) for further use at work**

During the pilot validation (reflecting the periods of measurement of some indicators which had been applied in the company before), we performed an initial measurement within the selected indicators.

Being involved in the pilot validation of the EMOLL method, CZ2 managed to upgrade its system of measurement of the training benefits and HR development in the company.

The open-minded approach of CZ2's pilot validation team, and in particular the designed time schedule for on-going measurement using the EMOLL method after the finalization of pilot validation, predict a positive trend in HR development in the company.

Upon termination of the project, the EP project team will conduct continuous monitoring to keep track of the sustainability of the implemented EMOLL method. The monitoring will be performed within the regular working communication with CZ2.

<p>Elements that potentially qualify the case as “good practice”:</p>	<ul style="list-style-type: none"> <input checked="" type="checkbox"/> Innovative (a specific innovative delivery method) <input checked="" type="checkbox"/> Quality assurance in place is related to the EMOLL methodology <input checked="" type="checkbox"/> Available evaluation of results/impact <input checked="" type="checkbox"/> Transferability/functionally other contexts(demonstrated or potential) <input checked="" type="checkbox"/> Adaptability/flexibility to changes in the system itself <input checked="" type="checkbox"/> Scale/size of operation (the system ability to handle growing amount of work in a capable manner or either the ability to be enlarged to accommodate that growth) <input checked="" type="checkbox"/> Other (Please specify): The development of competencies of CZ2 representatives involved in the implementation of EMOLL method (new knowledge in HR area, reflexion of interpretation of new concepts in HRM and HRD area within a wider context, within the company management contexts). <p><u>Comments</u> In real life of a company, all good practice components can be partially limited by sometimes insufficient resources (personnel, financial, material and technical, informational) which are necessary for their application. The dominant factor that influences the quality and supports HR development in the organization and all issues connected with it is interest and open-mind of the company’s management regarding the HR area.</p>		
<p>Why is the case of the implementation of EMOLL method interesting for the pilot company?</p>			
<p><i>Transformation of training evaluation practices using EMOLL approach</i></p>	<p><i>EMOLL exploits measurable indicators</i></p>	<p><i>EMOLL responses to concrete organizational contexts</i></p>	<p><i>EMOLL applies the method of strategic management. Recognition of the methodology fitting in the related management strategy</i></p>
<p><input checked="" type="checkbox"/></p>	<p><input checked="" type="checkbox"/></p>	<p><input checked="" type="checkbox"/></p>	<p><input checked="" type="checkbox"/></p>
<p><i>Other (please specify)</i></p>			
<p>Additional references The project documentation (including presentations) that documents the implementation process and meetings of the project teams of P1 and CZ2 during the pilot validation period (archived in the EMOLL project documentation).</p>			

EMOLL			
Template for good practice identity card			
Name/Title of the good practice:	KPIs for Bank		
Internal CODE OF PILOT ORGANIZATION	BG1		
TYPE/SECTOR OF PILOT ORGANIZATION	banking		
NUMBER OF EMPLOYEES (average number of employees during the pilot implementation)	Number of participants in pilot implementation- 8 people from HRM department		
Short description of the application of EMOLL method			
<u>Workshops, presentation of innovative EMOLL method in front of experts from HR key people,</u>			
<u>Workshops with the simulation game, Designing and developing strategy map suitable for the company</u>			
<u>Discussion about the possible variables, choosing suitable KPIs and their measurable units</u>			
<u>Development of basic rules for Bsc implementation in the company</u>			
Elements that potentially qualify the case as "good practice":	<input checked="" type="checkbox"/> Innovative (a specific innovative delivery method) <input type="checkbox"/> Quality assurance in place is related to the EMOLL methodology <input type="checkbox"/> Available evaluation of results/impact <input type="checkbox"/> Transferability/functionally other contexts (demonstrated or potential) <input checked="" type="checkbox"/> Adaptability/flexibility to changes in the system itself <input type="checkbox"/> Scale/size of operation (the system ability to handle growing amount of work in a capable manner or either the ability to be enlarged to accommodate that growth) <input type="checkbox"/> Other (Please specify) _____ <u>Comments</u>		
Why is the case of the implementation of EMOLL method interesting for the pilot company?			
<i>Transformation of training evaluation practices using EMOLL approach</i>	<i>EMOLL exploits measurable indicators</i>	<i>EMOLL responses to concrete organizational contexts</i>	<i>EMOLL applies the method of strategic management. Recognition of the methodology fitting in the related management strategy</i>
<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<i>Other (please specify)</i>	<u>Creates alignment towards business goals across the whole organisation</u> <u>Provide management with feedback/predictors on business performance</u> <u>Creates a linkage between, organisation, team and individual performance</u>		
Additional references			
The project documentation (including presentations), which documents the implementation process and meetings of the project, teams (BG1+P5) during the pilot validation period (archived in the EMOLL project documentation).			

EMOLL Template for good practice identity card			
Name/Title of the good practice:	KPIs for BG2 -Bulgaria		
Internal CODE OF PILOT ORGANIZATION	BG2		
TYPE/SECTOR OF PILOT ORGANIZATION	industry		
NUMBER OF EMPLOYEES (average number of employees during the pilot implementation)	About 700 people -for the Bulgarian filial 6 people from HR department, 11- first line managers		
Short description of the application of EMOLL method Workshops, presentation of innovative EMOLL method in front of experts from HR key people, Workshops with the simulation game, Designing and developing strategy map suitable for the company Discussion about the possible variables, choosing suitable KPIs and their measurable units Development of basic rules for BSC implementation in the company			
Elements that potentially qualify the case as “good practice”:	<input checked="" type="checkbox"/> Innovative (a specific innovative delivery method) <input checked="" type="checkbox"/> Quality assurance in place is related to the EMOLL methodology <input checked="" type="checkbox"/> Scale/size of operation (the system ability to handle growing amount of work in a capable manner or either the ability to be enlarged to accommodate that growth) <input type="checkbox"/> Other (Please specify) _____		
	<u>Comments</u> <hr/> <hr/>		
Why is the case of the implementation of EMOLL method interesting for the pilot company?			
<i>Transformation of training evaluation practices using EMOLL approach</i>	<i>EMOLL exploits measurable indicators</i>	<i>EMOLL responses to concrete organizational contexts</i>	<i>EMOLL applies the method of strategic management. Recognition of the methodology fitting in the related management strategy</i>
<input checked="" type="checkbox"/>	-----	<input checked="" type="checkbox"/>	-----
<i>Other (please specify)</i>	<i>EMOLL improves:</i> <ul style="list-style-type: none"> • Organizational culture • Business results <i>EMOLL method leads to continuous improvements of the busines</i>		
Additional references The project documentation (including presentations), which documents the implementation process and meetings of the project, teams (BG2+P5) during the pilot validation period (archived in the EMOLL project documentation).			

EMOLL	
Template for good practice identity card	
Name/Title of the good practice:	Evaluation of training activities
Internal CODE OF PILOT ORGANIZATION	TR1
TYPE/SECTOR OF PILOT ORGANIZATION	Glass industry
NUMBER OF EMPLOYEES (average number of employees during the pilot implementation)	700 employees
<p>Short description of the application of EMOLL method</p> <p><u>TR1 Participants</u> Production/Planning Department (2 engineers) Quality Management Representative HR Manager Foreign Trade Specialist</p> <p><u>P6 Participants</u> 2 staff (project manager and expert)</p> <p>Following several preparatory meetings, 4 workshops have been organized from March 2012 to July 2012 with the participation of abovementioned team.</p> <p>1st Workshop: Presentation of the EMOLL methodology and designing the work-plan 2nd Workshop: EMOLL simulator, discussions on the current evaluation methods for training activities of the company and designing a strategy map in accordance with the introduced model 3rd Workshop: Discussions on KPIs, specific indicators of different perspectives (customer, financial, internal processes and learning and growth) and other strategic issues 4th Workshop: Defining the most applicable and measurable KPIs for the company and developing the strategic map</p> <p>As a result following 8 indicators were determined to be measured:</p> <ul style="list-style-type: none"> - Customer perspective: C2-Customer Satisfaction, C3-Company Culture, C5-Output Quality - Financial perspective: F1- Return of investment, F2- Analysis of training costs - Internal processes perspective: P1-Identification of Training Needs - Learning and Growth perspective: L1-Competences of trainers, L2-Competences of trainees 	
Elements that potentially qualify the case as “good practice”:	<ul style="list-style-type: none"> <input checked="" type="checkbox"/> Innovative (a specific innovative delivery method) <input checked="" type="checkbox"/> Quality assurance in place is related to the EMOLL methodology <input checked="" type="checkbox"/> Available evaluation of results/impact <input checked="" type="checkbox"/> Transferability/functionally other contexts(demonstrated or potential) <input checked="" type="checkbox"/> Adaptability/flexibility to changes in the system itself <input checked="" type="checkbox"/> Scale/size of operation (the system ability to handle growing amount of work in a capable manner or either the ability to be enlarged to accommodate that growth) <input checked="" type="checkbox"/> Other (Please specify):
	<u>Comments</u>

Why is the case of the implementation of EMOLL method interesting for the pilot company?

<i>Transformation of training evaluation practices using EMOLL approach</i>	<i>EMOLL exploits measurable indicators</i>	<i>EMOLL responses to concrete organizational contexts</i>	<i>EMOLL applies the method of strategic management. Recognition of the methodology fitting in the related management strategy</i>
<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
<i>Other (please specify)</i>			
<p>Additional references The project documentation (including presentations) which documents the implementation process and meetings of the project teams (TR1+P6) during the pilot validation period (archived in the EMOLL project documentation).</p>			

EMOLL Template for good practice identity card

Name/Title of the good practice:	EMOLL methodology application
Internal CODE OF PILOT ORGANIZATION	TR2
TYPE/SECTOR OF PILOT ORGANIZATION	Housing Site Management Services
NUMBER OF EMPLOYEES (average number of employees during the pilot implementation)	350
<p>Short description of the application of EMOLL method</p> <p>Integrated Facility and Professional Housing Site Management Services of TR2 addresses all the service needs of shared living areas. They are very interested in the innovative EMOLL methodology since customer-focused approach to work, quality management system, integrated training system and quality control system are the building blocks of TR2's corporate vision.</p> <p><u>TR2 Participants</u> Top Manager HR Manager Management Service Department (2 experts) Legal Financial Management and Human Resources Management (2 experts)</p> <p><u>P6 Participants</u> 2 staff (project manager and expert)</p> <p>Following several preparatory meetings, 4 workshops have been organized from May 2012 to July 2012 with the participation of abovementioned team.</p> <p>1st Workshop: Presentation of the EMOLL methodology and designing the work-plan 2nd Workshop: EMOLL simulator, discussions on the current evaluation methods for training activities of the company and designing a strategy map in accordance with the introduced model 3rd Workshop: Discussions on KPIs, specific indicators of different perspectives (customer, financial, internal processes and learning and growth) and other strategic issues 4th Workshop: Defining the most applicable and measurable KPIs for the company and developing the strategic map</p> <p>As a result following 5 indicators were determined to be measured:</p> <ul style="list-style-type: none"> - Customer perspective: C2-Customer Satisfaction - Financial perspective: F1-Sufficient Training Budget - Internal processes perspective: P1-Identification of Training Needs - Learning and Growth perspective: L1-Competences of trainers, L2-Competences of trainees 	

<p>Elements that potentially qualify the case as “good practice”:</p>	<ul style="list-style-type: none"> <input checked="" type="checkbox"/> Innovative (a specific innovative delivery method) <input checked="" type="checkbox"/> Quality assurance in place is related to the EMOLL methodology <input checked="" type="checkbox"/> Available evaluation of results/impact <input checked="" type="checkbox"/> Transferability/functionally other contexts(demonstrated or potential) <input checked="" type="checkbox"/> Adaptability/flexibility to changes in the system itself <input checked="" type="checkbox"/> Scale/size of operation (the system ability to handle growing amount of work in a capable manner or either the ability to be enlarged to accommodate that growth) <input type="checkbox"/> Other (Please specify): <hr/> <p><u>Comments</u></p>		
<p>Why is the case of the implementation of EMOLL method interesting for the pilot company?</p>			
<p><i>Transformation of training evaluation practices using EMOLL approach</i></p>	<p><i>EMOLL exploits measurable indicators</i></p>	<p><i>EMOLL responses to concrete organizational contexts</i></p>	<p><i>EMOLL applies the method of strategic management. Recognition of the methodology fitting in the related management strategy</i></p>
<p><input checked="" type="checkbox"/></p>	<p><input checked="" type="checkbox"/></p>	<p><input checked="" type="checkbox"/></p>	<p><input checked="" type="checkbox"/></p>
<p><i>Other (please specify)</i></p>			
<p>Additional references The project documentation (including presentations), which documents the implementation process and meetings of the project, teams (TR2+P6) during the pilot validation period (archived in the EMOLL project documentation).</p>			

5. EMOLL BEST PRACTICES: SERVICE-ORIENTED ORGANIZATIONS

EMOLL Template for good practice identity card	
Name/Title of the good practice:	Application of EMOLL methodology for evaluation of the results of trainers' training in a French national network.
Internal CODE OF PILOT ORGANIZATION	FR 1
TYPE/SECTOR OF PILOT ORGANIZATION	Service oriented (training)
NUMBER OF EMPLOYEES (average number of employees during the pilot implementation)	350
<p>Short description of the application of EMOLL method After several preparatory meetings in February-March, EMOLL method was implemented in FR1 from April to June 2012</p> <p>The training centre selected (FR1) is part of an organization that leads and manages the vocational activities of the French National Education at a regional and national level. It is also part of a network of public training centres in charge of continuous training of adults (salaries and job seekers). Its main fields of activities are:</p> <ul style="list-style-type: none"> - training of trainers and training advisors - training engineering -production of training tools (notably online interactive tools= <p>That is why it was particularly interested in the measurement and evaluation of the short and long term effects of training that is the main objective of EMOLL project.</p> <p>The pilot validation was coordinated (on the side of the implementer) by 2 members of the P4 project team. In FR1 a team for pilot testing of EMOLL method was formed with 4 members of the training department:</p> <ul style="list-style-type: none"> - the studies director (main responsible of the department) of FR1 - a training manager - a training advisor (also financial management teacher) - a trainer of trainers <p>FR1 used already evaluation processes and procedures (it is ISO 9001 certified). But EMOLL was an opportunity for its staff to develop and deepen its evaluation processes, notably for the measurement in the medium-term of the actual results of training.</p> <p>A first formal meeting with P4 representatives and FR1 staff took place on 2 April 2012 to:</p> <ul style="list-style-type: none"> - recall EMOLL project objectives - recall the main concepts of BSC method - present examples of perspectives, measures, indicators (KPIs). <p>During the following month FR1 team has begun to define internally the indicators to be followed</p>	

according to its policy and priorities.

A second formal meeting was held on 9 May 2012 to:

- highlight and clarify some basic concepts (perspective, strategic axis, measure, target value, calculation procedure of results)
- work on KPI sheets drafts of FR1.

Next formal meeting took place on 13 June 2012 to:

- validate the KPIs sheets achieved in the meantime
- work on processes and tools to collect the results in a relevant scoreboard
- develop FR1 strategic map

For this first experimentation of EMOLL methodology, FR1 has decided to follow the 9 following KPIs:

- *measurement of the impacts/effects of external training courses*
- *measurement of the impacts/effects of internal training courses*
- *measurement of the level of use by trainers of the training tools they have been trained for*
- *measurement of the level of use by staffs of the administration and management tools they have been trained for*
- *measurement of the overall satisfaction rate of trainees at the end of internal training courses*
- *measurement of the number of trainees who use the training resources developed or bought during the year N-1*
- *measurement of number of training needs analysis made to achieve training plans*
- *measurement of the number of new training courses offered a year*
- *measurement of the cancellation rate of training courses*

FR1 staff has shown a great interest for methodology, and its assessment was very positive.

Elements that potentially qualify the case as “good practice”:

- Innovative (a specific innovative delivery method)
- Quality assurance in place is related to the EMOLL methodology
- Available evaluation of results/impact
- Transferability/functionally other contexts(demonstrated or potential)
- Adaptability/flexibility to changes in the system itself
- Scale/size of operation (the system ability to handle growing amount of work in a capable manner or either the ability to be enlarged to accommodate that growth)
- Other (Please specify):The development of competencies of FR1 representatives involved in the implementation of EMOLL method (new findings in HR area, reflexion of new concepts in HRM and HRD area within a wider context, within the company management contexts).

Comments

FR1, like a lot of other training bodies, has already its own quality policy and procedures (ISO 9001).

For FR1 the goal of EMOLL methodology is not to replace this policy but to complement it in the field of measurement of efficiency of training.

Why is the case of the implementation of EMOLL method interesting for the pilot company?			
<i>Transformation of training evaluation practices using EMOLL approach</i>	<i>EMOLL exploits measurable indicators</i>	<i>EMOLL responses to concrete organizational contexts</i>	<i>EMOLL applies the method of strategic management. Recognition of the methodology fitting in the related management strategy</i>
<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
<i>Other (please specify)</i>			
Additional references The project documentation that documents the implementation process and meetings of the project teams (FR1+P4) during the pilot validation period (archived in the EMOLL project documentation).			

EMOLL Template for good practice identity card	
Name/Title of the good practice:	An automated quality system of the evaluation of training
Internal CODE OF PILOT ORGANIZATION	FR 2
TYPE/SECTOR OF PILOT ORGANIZATION	Service oriented (training)
NUMBER OF EMPLOYEES (average number of employees during the pilot implementation)	20
<p>Short description of the application of EMOLL methodology FR2 was directly contacted because it's interest on quality and assessment processes FR2 is a training company, created in 1988 with 20 employees. It has an IT department: 1 engineer and 2 IT technicians. This company belongs to a corporate network: 10 companies, 40 training centres. The fact that this company had an IT department was important for the project. They could work in automatization of training evaluation process. And the fact that this company belongs to a network gives good opportunities to extend and disseminate the pilot project. During a first training session, EMOLL methodology has been presented: the concept and the KPIs. After that, a specific project has been defined. A sample of KPIs has been customized at the four levels of the methodology (finance, customers, internal processes and learning) so that elaborate a strategic map. But the main interest of this company was to move from an evaluation of training based on trainee satisfaction to an evaluation of training based on competencies developed through training processes. This requires evaluating competences at different moment: before, during and after training and to measure the progress. A team of 6 people has been set up :</p> <ul style="list-style-type: none"> - a project manager - the training manager - a trainer - a specialist of edumetric assessment - an IT engineer - a statistician <p>The trainer and a specialist of edumetric assessment were in charge of the production of 3 pilot tests and an associated methodology in order to be autonomous in this test production. The aim was to guaranty the quality of tests and measures. The statistician had to weight calculations producing indicators few in number taking into account the results of ante and post training evaluations in terms of objectives, expectations, initial levels and reached levels and satisfaction. In order to manage this taking into account time constraints, this process has been automatized by the IT engineer and technicians. This process has been planned to work on an internet platform.</p>	
Elements that potentially qualify the case as "good practice":	<ul style="list-style-type: none"> <input checked="" type="checkbox"/> Innovative (a specific innovative delivery method) <input checked="" type="checkbox"/> Quality assurance in place is related to the EMOLL methodology <input checked="" type="checkbox"/> Available evaluation of results/impact <input checked="" type="checkbox"/> Transferability/functional in other contexts (demonstrated or potential) <input checked="" type="checkbox"/> Adaptability/flexibility to changes in the system itself <input checked="" type="checkbox"/> Scale/size of operation (the system ability to handle growing amount of work in a capable manner or either the ability to be enlarged to accommodate that growth) <input type="checkbox"/> Other (Please specify):

		<u>Comments</u>	
Why is the case of the implementation of EMOLL method interesting for the pilot company?			
<i>Transformation of training evaluation practices using EMOLL approach</i>	<i>EMOLL exploits measurable indicators</i>	<i>EMOLL responses to concrete organizational contexts</i>	<i>EMOLL applies the method of strategic management. Recognition of the methodology fitting in the related management strategy</i>
<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
<i>Other (please specify)</i>			
Additional references The project documentation that documents the implementation process and meetings of the project teams (FR2+P4) during the pilot validation period (archived in the EMOLL project documentation).			

EMOLL Template for good practice identity card	
Name/Title of the good practice:	program of improvement and development of company and its employees
Internal CODE OF PILOT ORGANIZATION	PL2
TYPE/SECTOR OF PILOT ORGANIZATION	Training Company
NUMBER OF EMPLOYEES (average number of employees during the pilot implementation)	25
<p>Short description of the application of EMOLL method</p> <p>EMOLL method was implemented within the pilot validation during the 2th and 3rd quarter of 2012. Chief Executive Officer of PL2 coordinated the pilot validation. The P3 BSC expert supported the expert and methodical issues of the implementation.</p> <p>We settled the work-plan of pilot validation: targets and timetables of workshops/meetings, subjects of the workshops to be discussed, methods of evaluation.</p> <p>During the pilot we presented the EMOLL method and its structure. We discussed and verified strategic indicators within the different perspectives - learning to grow, internal processes, client and finance (part of the strategic map).</p> <p>In total we identified indicators: -</p> <ul style="list-style-type: none"> - Learning and Growth perspective: increase the competence of employees, development of effective work tools, optimization of the technical infrastructure, increase employees motivation, - Internal processes perspective: improve the quality of offered trainings, Customer Relationship Management, optimization of the organizational structure, systematizing and optimizing of marketing policy, - Client perspective: increase satisfaction of external clients by individualise of offer, attracting and retaining customers, corporate image as socially responsible, increase market share by extending portfolio, - Financial perspective: increase in sales revenue, costs optimization, rational investing, return on investment of different products. <p>During the pilot we worked to estimate the present value of selected measurements and tried to set properly the targeted value.</p> <p>By involving in the pilot validation of the EMOLL method, we managed to upgrade its system of trainings and development. Commitment of those participating in the pilot showed the openness to change in company management.</p>	
Elements that potentially qualify the case as “good practice”:	<ul style="list-style-type: none"> <input checked="" type="checkbox"/> Innovative (a specific innovative delivery method) <input checked="" type="checkbox"/> Quality assurance in place is related to the EMOLL methodology <input checked="" type="checkbox"/> Available evaluation of results/impact <input checked="" type="checkbox"/> Transferability/functional in other contexts(demonstrated or potential) <input checked="" type="checkbox"/> Adaptability/flexibility to changes in the system itself <input checked="" type="checkbox"/> Scale/size of operation (the system ability to handle growing amount of work in a capable manner or either the ability to be enlarged to accommodate that growth) <input checked="" type="checkbox"/> Development of competencies of representatives involved in the implementation of EMOLL method

		<u>Comments</u> Resources available for process will be critical condition for implementing all planned activities.	
Why is the case of the implementation of EMOLL method interesting for the pilot company?			
<i>Transformation of training evaluation practices using EMOLL approach</i>	<i>EMOLL exploits measurable indicators</i>	<i>EMOLL responses to concrete organizational contexts</i>	<i>EMOLL applies the method of strategic management. Recognition of the methodology fitting in the related management strategy</i>
<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
<i>Other (please specify)</i>			
Additional references: The project documentation that shows the implementation process and meetings of the project teams (PL2+P3) during the pilot validation period (archived in the EMOLL project documentation).			

EMOLL Template for good practice identity card	
Name/Title of the good practice:	Interdependencies
Internal CODE OF PILOT ORGANIZATION	IT1
TYPE/SECTOR OF PILOT ORGANIZATION	Service-oriented (training provider)
NUMBER OF EMPLOYEES (average number of employees during the pilot implementation)	3
<p>Short description of the application of EMOLL method</p> <p>EMOLL method was implemented in IT1 within the pilot validation during the period from 22 November to 7 May 2012 The validation was coordinated (on the side of the implementer) by the P2 project team backed up by experts feedbacks.</p> <p>3 members, who were also consultants in BSC approaches, formed the pilot team and promoter of their own BSC customised method.</p> <p>Following some brief preparatory meetings in which the collaboration format was set, some more meetings were scheduled in which (in chronological order):</p> <ul style="list-style-type: none"> - different methodologies of training evaluation were presented and then the specific EMOLL methodology - EMOLL simulator, its structure and context was presented and tested. - existing KPIs were taken into consideration and specified for IT1 organization. <p>In total 5 KPIs were identified: C1 VALUE OF HR FOR COMPANY MANAGEMENT F1 SUFFICIENT TRAINING BUDGET P1 IDENTIFICATION OF TRAINING NEEDS L1 COMPETENCES OF TRAINERS L2 COMPETENCES OF TRAINEES</p>	
Elements that potentially qualify the case as "good practice":	<input checked="" type="checkbox"/> Innovative (a specific innovative delivery method) <input checked="" type="checkbox"/> Quality assurance in place is related to the EMOLL methodology <input type="checkbox"/> Available evaluation of results/impact <input type="checkbox"/> Transferability/functional in other contexts(demonstrated or potential) <input checked="" type="checkbox"/> Adaptability/flexibility to changes in the system itself <input type="checkbox"/> Scale/size of operation (the system ability to handle growing amount of work in a capable manner or either the ability to be enlarged to accommodate that growth) <input type="checkbox"/> Other (Please specify) _____ <u>Comments</u>
Why is the case of the implementation of EMOLL method interesting for the pilot company?	

<i>Transformation of training evaluation practices using EMOLL approach</i>	<i>EMOLL exploits measurable indicators</i>	<i>EMOLL responses to concrete organizational contexts</i>	<i>EMOLL applies the method of strategic management. Recognition of the methodology fitting in the related management strategy</i>
<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
<i>Other (please specify)</i>			
Additional references The project documentation that shows the implementation process and meetings of the project teams (IT1+P2) during the pilot validation period (archived in the EMOLL project documentation).			

EMOLL Template for good practice identity card	
Name/Title of the good practice:	New adventures in training evaluation
Internal CODE OF PILOT ORGANIZATION	IT2
TYPE/SECTOR OF PILOT ORGANIZATION	Service-oriented (training provider)
NUMBER OF EMPLOYEES (average number of employees during the pilot implementation)	2-7
<p>Short description of the application of EMOLL method</p> <p>EMOLL method was implemented in IT2 within the pilot validation during the period from 19 March to 27 June 2012.</p> <p>The validation was coordinated (on the side of the implementer) by the P2 project team backed up by experts' feedbacks.</p> <p>The pilot team was formed by 2 up to 7 members, which were trainers and Consultants in the services sector and head managers in the commercial sector. BSC was not widely known.</p> <p>Following some brief preparatory meetings in which the collaboration format was set, some more meetings were scheduled in which (in chronological order):</p> <ul style="list-style-type: none"> - Different methodologies of training evaluation were presented and then the specific EMOLL methodology - EMOLL simulator, its structure and context was presented and tested. - Existing KPIs were analysed and then specified on the basis of the SMEs of the area they know and they do consultancy for. <p>In total 6 KPIs were identified:</p> <p>C1 VALUE FOR INTERNAL CLIENTS C2 VALUE FOR EXTERNAL CLIENTS C3 VALUE FOR MANAGEMENT F1 SUFFICIENT TRAINING BUDGET P1 IDENTIFICATION OF TRAINING NEEDS L1 COMPETENCES OF TRAINERS</p>	
Elements that potentially qualify the case as "good practice":	<input checked="" type="checkbox"/> Innovative (a specific innovative delivery method) <input checked="" type="checkbox"/> Quality assurance in place is related to the EMOLL methodology <input type="checkbox"/> Available evaluation of results/impact <input type="checkbox"/> Transferability/functionalin other contexts(demonstrated or potential) <input checked="" type="checkbox"/> Adaptability/flexibility to changes in the system itself <input type="checkbox"/> Scale/sizeof operation (the system ability to handle growing amount of work in a capable manner or either the ability to be enlarged to accommodate that growth) <input type="checkbox"/> Other (Please specify)_____
<p><u>Comments</u></p>	

Why is the case of the implementation of EMOLL method interesting for the pilot company?			
<i>Transformation of training evaluation practices using EMOLL approach</i>	<i>EMOLL exploits measurable indicators</i>	<i>EMOLL responses to concrete organizational contexts</i>	<i>EMOLL applies the method of strategic management. Recognition of the methodology fitting in the related management strategy</i>
<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
<i>Other (please specify)</i>			
Additional references The project documentation that shows the implementation process and meetings of the project teams (IT2+P2) during the pilot validation period (archived in the EMOLL project documentation).			

6. EMOLL BEST PRACTICES: UNIVERSITY OR HIGHER EDUCATION INSTITUTIONS

EMOLL Template for good practice identity card	
Name/Title of the good practice:	program of academic faculty training and development
Internal CODE OF PILOT ORGANIZATION	PL1
TYPE/SECTOR OF PILOT ORGANIZATION	School of Banking, Higher Education
NUMBER OF EMPLOYEES (average number of employees during the pilot implementation)	190 faculty members
<p>Short description of the application of EMOLL method EMOLL method was implemented within the pilot validation during the 2th quarter of 2012. HR director of PL1 School of Banking coordinated the pilot validation. The HR specialist and representatives of the School's management supported the expert and methodical issues of the implementation. We settled the work-plan of pilot validation: targets and timetables of workshops/meetings, subjects of the workshops to be discussed, methods of evaluation. During the pilot we presented the EMOLL method and its structure. We discussed and verified strategic indicators within the different perspectives - learning to grow, internal processes, client and finance (part of the strategic map). In total we identified indicators: -</p> <ul style="list-style-type: none"> - Learning and Growth perspective: creation of portfolio of training and development activities, training evaluation system and application of results - Internal processes perspective: agenda for implementation of training activities, design and development of teaching programs - Client perspective: value for external clients - students and employers satisfactions, value for internal clients -academic faculty satisfaction - Financial perspective: training budget, remuneration system <p>During the pilot we worked to estimate the present value of selected measurements and tried to set properly the targeted value. By involving in the pilot validation of the EMOLL method, we managed to upgrade its system of trainings and development. Commitment of those participating in the pilot showed the openness to change in thinking about academic faculty training and development. The discussion showed how different are expectations of both sides.</p>	
Elements that potentially qualify the case as "good practice":	<ul style="list-style-type: none"> <input checked="" type="checkbox"/> Innovative (a specific innovative delivery method) <input checked="" type="checkbox"/> Quality assurance in place is related to the EMOLL methodology <input checked="" type="checkbox"/> Available evaluation of results/impact <input checked="" type="checkbox"/> Transferability/functionally other contexts (demonstrated or potential) <input checked="" type="checkbox"/> Adaptability/flexibility to changes in the system itself <input checked="" type="checkbox"/> Scale/size of operation (the system ability to handle growing amount of work in a capable manner or either the ability to be enlarged to accommodate that growth)

<input checked="" type="checkbox"/> Development of competencies of representatives involved in the implementation of EMOLL method			
<u>Comments</u> Important for the implementation of good practice will be to get budget which will support all the planned activities			
Why is the case of the implementation of EMOLL method interesting for the pilot company?			
<i>Transformation of training evaluation practices using EMOLL approach</i>	<i>EMOLL exploits measurable indicators</i>	<i>EMOLL responses to concrete organizational contexts</i>	<i>EMOLL applies the method of strategic management. Recognition of the methodology fitting in the related management strategy</i>
<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
<i>Other (please specify)</i>			
Additional references: The project documentation (including presentations) that shows the implementation process and meetings of the project teams (PL1+P3) during the pilot validation period (archived in the EMOLL project documentation).			

7. RECOMMENDATIONS FOR FUTURE USE

The document has shared the expertise gained by the partnership all along the development of the project towards a possible and desirable inclusion/integration/further use of the developed products.

The EMOLL methodology was developed so, that there is a justified assumption to claim its future applicability in all different sectors (industry, public sector, administration, NGO's, commercial organizations). Nevertheless two basic requirements are - given that this is a methodology, which aims at the strategic management of the organization -that the competent organization, which will be interested in EMOLL implementation,

- Is open minded and has clear strategic goals and objectives in the area of HR,
- Has sufficient resources (personnel, financial, material and technical, informational) to allocate otherwise this may limit the range of the methodology applicability

EMOLL, thanks to all the experience gained, provides here some hints on the use, dissemination and promotion of the material produced and the methodology developed.

This is due for analytical purpose. It is important to bear in mind that reality is much more complex and that it is a “whole” in which a change implemented is more effective if it is transversally acknowledged.

- As it is clear in the document, there are different attitudes and practices, when it comes to evaluation of training efficacy and different modes of provision of training. The EMOLL method based on Balanced Scorecard principles has to be associated with the quality policy and procedures already in place. It should be appropriately implemented within the existing management and quality management systems and matches with the needs of improvement in the area of HR. It also has to consider the possibility that the measures chosen shouldn't be different to not overload/duplicate the work and the efforts. While defining KPIs, it is necessary to find common points of reference with the measures already in place and reflect the basic principles of EMOLL method taking into account the 4 perspectives – Financial, Customer, Internal Business Processes and Learning and Growth (for more see *Description of the innovative EMOLL methodology*).

- The option to review and adapt EMOLL deliverables online should be made available as the outcomes produced are not written in stone but open for being targeted to the different needs. It is fundamental to reflect the needs of organizations and companies, the management system they have implemented and the sector they're involved in (= different measures to be defined).
- A continuous networking with the participants of the pilot implementations can provide a way for assessment and future evaluation of the EMOLL products. Key actors that took part in the validation can be asked in the future (using a list of basic criteria's) in order to estimate the impact of the project's results in the level of their everyday practice (HR managers level) and also the in a wider level (Strategy level);
- Team members trained within the piloting activities with the method of interaction could utilize the acquired experience in their own practice as multipliers - within a suitable framework. Especially when training in different parts of the country is needed. The knowledge of the EMOLL method improves the skills of involved persons in the area of HR development and also their orientation in respective terminology. It facilitates better and more efficient communication in the field of working with people (unanimous understanding of concepts in HR development).
- Only a permanent dissemination of the EMOLL methodology within the educational/training institutions and organizations and educational activities in HR area - permanent influence on approach of organization's management to financing of HR- can change the view of value of HR from seeing it as a "costly" item (the first one in line for cutbacks) to approach it as an investment into the achievability of organization's visions and strategies. The change of approach may materialize once we demonstrate the measurability of efficiency of education/lifelong learning, e.g. by EMOLL method; all provided that the management of organization will be willing to work with the method, will be interested in its application and will support it with sufficient resources, which are necessary for its implementation. Regarding the resources (quantitative and qualitative - knowledge competence), it is important to consider the necessary involvement of line (functional) managers, since the EMOLL method is not a domain of HR profession.

8. CONCLUSIONS

Considering comparatively the gathered best practices, it is evident that looking at HR from the four respective has allowed the participating TOP managers to select such metrics, which measure both quality and quantity. While this is a demanding activity, it does bring very interesting results after a while, with significant added value. People cease to be viewed as mere cost items, but are seen as a form of investment in the company's growth and development. It enables to quantify this investment and the EMOLL methodology allows us to measure its benefits and impacts.

The choice of metrics was made in groups, where TOP managers met line managers and quality controllers met with HR staff. Through interaction managers broadened their understanding of people development topics. By means of this platform the participants exchanged their observations, practical experiences and knowhow. They gained not only a new perspective on the activities around people development in the enterprise, but also improved their own competencies in this area.

There were organizations, which already used evaluation processes and procedures resulting from the currently implemented management systems (including quality management systems), but EMOLL (and in particular the process of defining metrics) was an opportunity they had to become fully aware of their co/responsibility for their teams' people development.

Finally the EMOLL methodology is applicable only provided that optimal conditions are created. If such conditions and parameters are not set, because of a lack of resources (personnel - quantitative/qualitative, material, technical and informational, including the financial ones), its application can be demotivating and counterproductive.

More specifically the EMOLL methodology for measuring the efficiency of educational activities is based on the Balanced Scorecard principles: It does, therefore, benefit a company with a clear vision, willing to work on developing its strategic management. If the company owners see strategic management simply as the tracking of a few key indicators then they will be cautious about adopting new methods, wary of their complexity, and fearful of losing too much time and funds over them.

Nevertheless, the interest shown in the methodology during the piloting activities, supports the view, that with the expert support of BSC specialists they have the motivation to undertake the long-term pursuit of HR metrics. The basic premise is that the organization has got a clear strategy and respective HR management and development strategy. The fundamental underlying motive is to gather specific quantifiable data about the contribution of HR development and management. The benefits, that it brings to the company, can support the argumentation in managerial discussions about prioritising forthcoming investments.

9. APPENDICES

The following table summarizes all deliverables related to this document. The documents specified below form an integral part of this document.

Appendix	Deliverable	Language	Medium
1	<i>Best practice fiches</i>	EN	PDF document
2	<i>Summary of pilot activities of all partners</i>	EN	PDF document

10. REFERENCES

Guidelines to the processes of implementing the product into beneficiary organizations. EMOLL project. Available in: <<http://www.emoll.eu/results/>>

Validation Report Presentation of country feedback on the E-MOLL methodology, KPIs and simulation model. EMOLL project. Available in: <<http://www.emoll.eu/results/>>

Description of the innovative EMOLL methodology. EMOLL project. Available in: <<http://www.emoll.eu/results/>>