

***EFFICIENCY MEASUREMENT OF LIFELONG LEARNING
USING THE BALANCED SCORECARD CONCEPT***

**HRD process measurement findings
from the EMOLL methodology Pilot
in the Czech Republic**

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EMOLL Pilot impact on HRD in participating enterprises

- 4 Viewpoints: Customers; Financial Resources (cost/benefit); Learning and Growth; Internal Processes;
- Measuring outcomes and benefits is a whole new sphere of activity – demanding on time and expertise; but of great added value
- The enterprises gained a forum/platform where to exchange information and knowhow in HR – bringing together TOP and line management, and Quality controllers
- The shared setting of metrics in HRS created interest in further education (vocational training), and seeking new ways to cover learning needs



Changes and Innovations in HRD among enterprises participating in the Pilot

- A changed view of the value HR brings as part of the organization hierarchy – TOP management was won over.
- Implementing the change: a new role for the HR function and new scope and responsibility for HR staff;
- Introducing new processes – securing that learning needs are met; project planning learning activities but most of all: measuring results
- Newfound line manager competencies – skills and people development
- Moving up the developmental scale in personnel work: on the road from routine personnel admin toward HUMAN RESOURCE MANAGEMENT

MINDSET AND CULTURE CHANGE IS A LONG-TERM PROCESS

HRD Good Practice stemming from the Pilot – CR Context

- You have to put together a joint workgroup – shared forum/platform for team-based learning of new approaches to HR, and for knowhow transfer (from EuroProfis experts, into the enterprise)
- A Vindication of the approach to include, alongside HR, managers from other levels and parts of the enterprise – mixing TOP, middle and line management;
- EMOLL/BSC – allows HR to measure qualitative aspects hitherto though unquantifiable;
- In choosing the metrics we found that line managers have a far too generic set of responsibilities when it comes to managing their staff, unquantifiable, unmeasurable, and unfit to link to variable pay
- A thorough and systematic approach is needed – clarifying and repeating of new concepts, giving practical examples



Summary of CR EMOLL Pilot Findings

- **Diverse management approaches** in the firms targeted:
 - frequent management style rigidity
 - dominantly influence by owner attitude (in wholly Czech firms as well as in international corporations)
- **Insufficient resources** for HR activities
 - staff shortages in HR departments (moreover typically tasked with routine personnel admin);
 - line managers being too short of time to discharge their share of responsibility for their staff development;

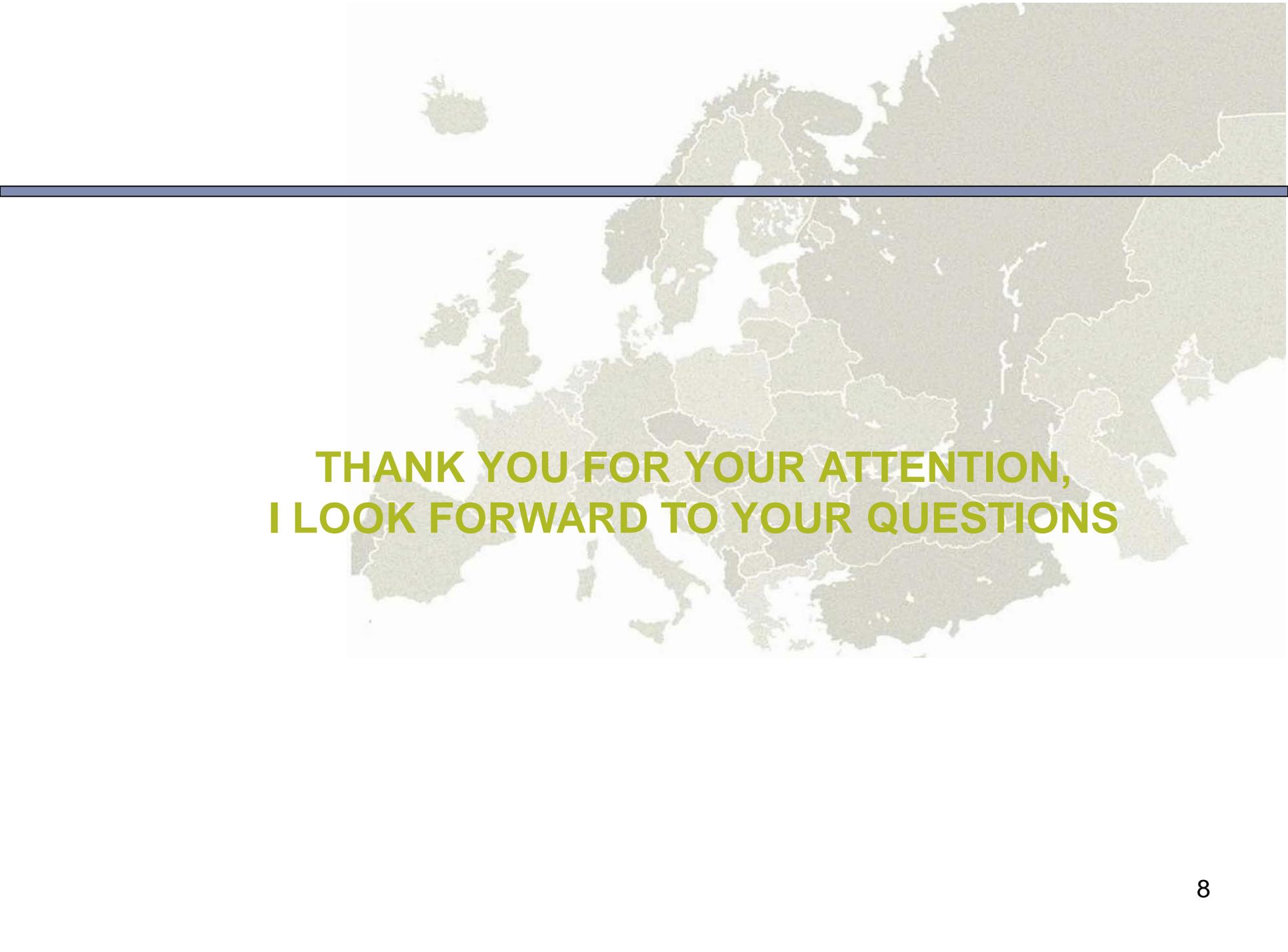


Recommendations for HRD in the EU context – findings from the EMOLL pilot in the CR

- Need to support the introduction of HRD systems in organizations and enterprises – not just activities (via training subsidies)
- The HRD process deserves support through all its phases: requirements analysis, training itself, benefits assessment
- Need to support the development of HR capabilities in organizations and enterprises

HOW BEST TO DO THIS IN THE EU?

**Reorient the grant programmes policy towards
systematic HRD projects**



**THANK YOU FOR YOUR ATTENTION,
I LOOK FORWARD TO YOUR QUESTIONS**