



Says

What have we heard them say?  
What can we imagine them saying?



Thinks

What are their wants, needs, hopes, and dreams?  
What other thoughts might influence their behavior?

One of the key problems that HR has been facing in the past decades is the perception that HR doesn't add to the company strategy. Indeed, HR directors in many organizations are often still looking for a seat at the proverbial (board) table. In many organizations, HR has failed to do so.

The HR scorecard, first published about by Becker, Huselid & Ulrich in their 2001 book that bore the same title, aims to solve this

The HR scorecard is a strategic HR measurement system that helps to measure, manage, and improve the strategic role of the HR department.

A large European shipbuilding company is looking to become the most innovative organization in the sector. In the external market, low-cost shipbuilding projects are increasingly moving to Asia, while the European builders are the go-to for technologically advanced ships, like navy vessels and superyachts. For this reason, a high innovation ranking is tremendously important to this company's future competitiveness.

As you can see, the company's strategic goal is on top. Next, HR has identified its recruitment contribution to this goal. The contribution is to hire more qualified professionals. The way to do this is through becoming a more attractive employer in the competitive technical shipbuilding labor market, and through a decrease in the time it takes to hire a new employee (lead time). This specific company was doing quite badly on their lead time and was losing candidates because of it.

To identify how HR can connect to this business outcome, one can create a strategy map. The strategy map helps to identify how HR is driving these business outcomes. The question here is: what HR practices drive the strategic goals of the company? You'll find an example below, which was created specifically for the recruitment function.

Manojkumar's room

Persona's name

Short summary of the persona

System alignment is not about software systems. Rather, it is about aligning the different HR practices to create synergy.

For example, the employee branding efforts should focus on the type of workers that the employer is actually looking for. In addition, decreasing lead time by rushing through the process may lead to a lower quality of hire, resulting in a mismatch between what HR is doing, and some of the goals it tries to achieve

Aligning these HR systems is key in performing on the HR deliverables.

Traditionally, HR has focused a lot on creating efficiencies. When it comes to creating an HR scorecard, some efficiencies have to be thrown out of the window.

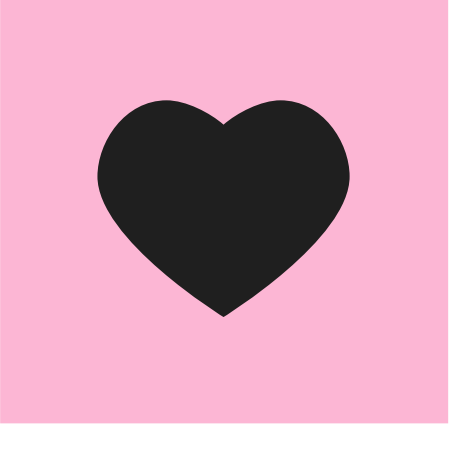
The simple reason here is that to get, for example, a higher quality of hire, your cost to hire someone might go up. In our example, the quality of hire is a strategic HR measurement. Investing money into increasing the quality of hire is well worth it. This justifies investments in assessments, employer branding projects, and other HR initiatives that boost the main HR deliverables.

The balanced scorecard is a strategy performance management tool. The scorecard lists financials goals, customer goals, internal business goals, and innovation & learning goals. These four goals give a good overview of what the company tries to achieve, i.e. the company strategy.



Does

What behavior have we observed?  
What can we imagine them doing?



Feels

What are their fears, frustrations, and anxieties?  
What other feelings might influence their behavior?