



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?



Feels

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



Does

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

See an example



Financial Perspective: This perspective focuses on the financial impact of HR initiatives, such as the cost of recruitment, training and development, compensation and benefits, and turnover.

Learning and Growth Perspective: This perspective evaluates the organization's investment in employee development and its ability to innovate and adapt to changing business needs.

nternal Process Perspective: This perspective assesses the effectiveness and efficiency of HR processes, such as recruiting, onboarding, performance management, and employee development. It includes KPIs such as time to fill vacancies, time to productivity for new hires, and training hours per employee.

Customer Perspective: This perspective measures the satisfaction of internal and external customers of HR services, including employees, managers, and job candidates. It includes KPIs such as employee engagement, manager satisfaction with HR support, and candidate experience.

The HR scorecard is a tool that helps measure, manage and improve the role of the HR function within an organization

HR metrics and KPIs or HR deliverables are measured using the HR scorecard. This data is also used to predict the potential growth of the organization

While HR is becoming an integral function in the world of business today, in many organizations it does not receive the authority and recognition it requires and indeed deserves. Becker, Huselid and Ulrich published a book in 2001, titled, *The HR Scorecard: Linking People, Strategy and Performance*.

An automobile manufacturer is moving into electric vehicle manufacturing. The goal is to build the most cost-effective electric vehicles with a focus on safety technology

One process that could be implemented is to create workflows that have strict deadlines that are to be met. This information can be communicated to all relevant parties and the time to hire can be cut down.

The next part of the HR scorecard has to do with creating the HR processes, best practices and HR policies that will determine how the strategy is achieved.

Policies, processes and practices that work together are called a practice 'bundle.' These practices work together to achieve the HR KPIs

This means that all the different HR practices, policies and processes have to come together to achieve the same objective. There cannot be conflicting interests here.