

PROJECT SUMMARY: SCORECARDS FOR HRM AND ORGANISATIONAL SUCCESS

JANUARY 2019 – CURRENT, QUEENSLAND

**Scorecards for HRM and Organisational
Success**

Senior Centre for Work, Organisation and Wellbeing (WOW) Staff Involved: Professor Adrian Wilkinson & Dr Paula Mowbray

Researchers at Griffith University have been developing HR Scorecards to identify bundles of workforce related factors that can be examined through a variety of measures, including existing data. By using the extant literature to identify the drivers and leading indicators for those bundles, causal links can be made and analytics can subsequently be undertaken to examine the success of the HR function and its relevant people activities. While best practice takes universal approaches, HR is contextual, so there is the need for customised models. Thus is the notion behind our development of HR business Scorecards. We develop and customise Scorecards for each organisation.

The Scorecard is comprised of three main dimensions: Strategic Intent, Strategic Implementation and Outcomes/Deliverables. Under each dimension are several bundles to be measured. The Scorecard is a customised scoring tool – while there is some comparability between most organisations, the indicators and impact will hold different meanings for every organisation.

We do not look at HR practices alone, but also examine the processes that accompany managerial initiatives. The Scorecard looks to strategic focus areas and the overall HR eco system and the alignment of policies, processes and behaviours. Understanding how HRM practices contribute to performance through mediating pathways is fundamental to the development of the Scorecard and the likelihood of success of implementing the HR bundles.

We use the extant research evidence and validated measures to underpin our Scorecard. We can also include existing internal data and track changes over time. This is particularly important to determine the impact of HR activities and interventions.

Understanding the success of people management activities is vital for executives, boards, leaders and the HR department. The Griffith University HR Scorecard provides a means to present that data to key stakeholders and is supported by evidence of the key drivers that lead to success.

We would be happy to discuss your requirements for a customised HR Scorecard.