

EXECUTIVE SUMMARY

Recent decades have witnessed dramatic shifts in the role of HR. Traditionally, Managers saw the Human resource function as primarily administrative, Professional HR Staff focused on administering benefits and other Pay-roll and Operational functions and didn't think of themselves as playing a part in the firms Overall activities.

Within most large organizations there is a wealth of customers. Nearly all functional Areas, such as accounting, IT, HR, training, and marketing research, have several Types of customers. For example, training could offer many products (managements

Development, an array of courses on job skills, etc.) and have many customers

(Participants, managers, departments, etc.). In most manufacturing companies there

is a workflow from one area to a series of customers. In all of these situations, the

Concept of customer satisfaction is quite important.

When it comes to specific measures concerning (HR and People related issues)

companies have devoted virtually no efforts for measuring either outcomes or the

drivers of this capabilities. This gap is disappointing, since one of the most

important goals for adopting the scorecard measurement and management

framework is to promote the growth of individual and organizational capabilities.

An HR scorecard focus on the two important points

- Manage HR as a strategic asset.
- Demonstrate HR's contribution to your firm's financial success

The HR scorecard works at both the theoretical and practical levels. It can help any

Interested manager develop a comprehensive, actionable set of models and matrix For assessing the strategic impact of company's HR architecture. HR department can Put it to immediate use in rethinking their contribution to business success, and in a