

# *Human Capital in Purchasing Workshop EIPM*

## **29<sup>th</sup> & 30<sup>th</sup> October 2009**

on the EIPM Campus Archamps France

Managers are always claiming, « People are our most important asset.” But deep down, they can't shake off the feeling that employees are costs. Big costs. And they treat them that way.

With the financial crisis, this further aggravates the situation, the priorities of most companies would be to focus on cost reduction, putting aside people development schemes till the economy rebounds.

This strategy may increase earnings in the short term, but its myopic. Studies have shown that layoffs actually destroy shareholder value. Research from the Harvard Business Review on measuring ROI on people shows that treating employees like the assets they are – by investing in their development – boosts returns over the long term.

At the same time this period of financial turmoil may be the right moment to focus on the Human Capital Drivers to monitor the climate and motivation of employees, and to find out if these drivers are in place to create the conditions for energising the performance of the organisation.

That is why we are launching a workshop on the **eve of 29<sup>th</sup> and full day of 30<sup>th</sup> of October** to present the results of the HCM Survey, a snap shot of the Human Capital Management practices in the current business climate.

### **Workshop 30<sup>th</sup> October: Topline review**

#### **On Leadership:** How do managers behave in reality?

- Do managers communicate and involve employees in key decisions that impact their job?
- Do managers inspire confidence in trust?

#### **On Employee Engagement**

- Is employee engagement measured?
- Are job designs in purchasing well described and taps employees' skills?

#### **On Knowledge Accessibility:**

- Collaboration: Is teamwork encouraged?
- Is there a Knowledge Management system in place to encourage the informal exchange of information and collaboration between employees?

#### **On Workforce Optimisation:**

- Do work processes & conditions support high performance?
- Are employee performance management systems effective?

#### **On Learning Capacity:**

- Are Training & Development schemes effective in improving purchasing capabilities? Do Human Resources measure the effectiveness of Training & Development in closing the gaps?
- Are there programs to reduce the impact of morale during a period of crisis or economic downturn?

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