

Human Capital Maturity Survey

“The hidden force that drives mature purchasing organisations “

Thank you for participating in the Human Capital Maturity Survey that had been launched in April. **The objective** of the survey is to evaluate the performance of Purchasing Organisations through Human Capital drivers which focuses on the processes, leadership and management of **people** – the key asset of a successful organisation.

So far, there have been **75 respondents** across various industries and companies all over Europe.

The survey examines if the following human capital drivers:

- Leadership
- Employee Engagement
- Knowledge Accessibility
- Workforce Optimisation
- Learning Capacity

It is encouraging to know that both managers and non-managers **agree** that

- *“Hires are chosen on the basis of skills”*
- *“Teamwork is encouraged”*

But at the same time there **is a significant gap** between the two groups on whether *learning is valued*.

Please find attached a document with charts to highlight the differences and similarities of the perception between non-Managers, Managers and the Human Resource/Training development managers.

For those who are **interested to participate** in this survey, or wish to transfer this link to your colleagues in Purchasing or HR, please click on the following link:

Start the Survey:

<http://www.eipm.org/hcm.htm>

Please be assured that **your identity will be kept confidential**, and your personal information will not be sold or given to anyone. No reference to you or your company will be made at any time.

A **one day workshop** will be organised on the **30th October** to **deliver the results** of the survey and to invite Purchasing Professionals, HR Managers, Consultants and Academics for sharing experience, best practices and latest trends in this field.

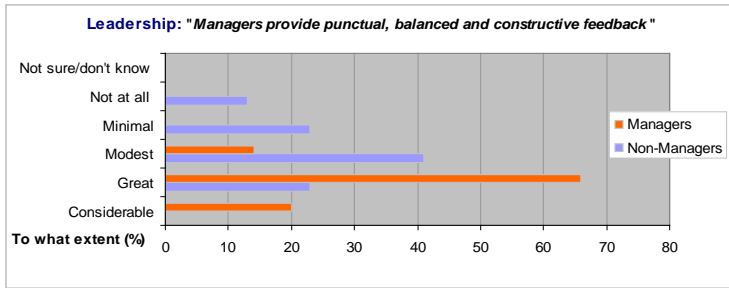
For further questions on the Human Capital Maturity Survey, or the one day workshop please **contact** Kay Bayen: kbayen@eipm.org

Yours Sincerely,
Kay Bayen

People Development & Coaching
Mobile: +33 (0)6 30 76 75 21
Tel: +33 (0)4 50 31 56 86

Leadership:

"Do leaders provide punctual, balanced & constructive feedback?"



On Feedback :

"Non-managers would like to have more feedback from their managers."

Non-managers: 64% receive modest to minimal extent of feedback

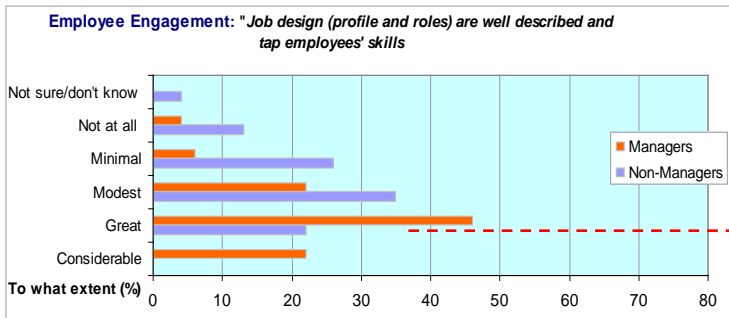
Managers: 86% give considerable to great extent of feedback

Where's the gap?

Employee Engagement:

"Are job design roles and profiles well described to tap employees' Skills?"

Skills?"



Do Job Roles tap the skills of people?

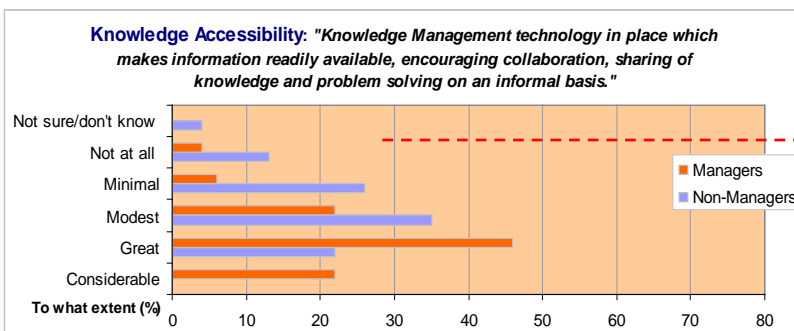
Non-managers: 35% to a modest extent

Managers: 46% to a great extent

Where's the gap?

Knowledge Accessibility

: "Are Knowledge Management systems in place?"



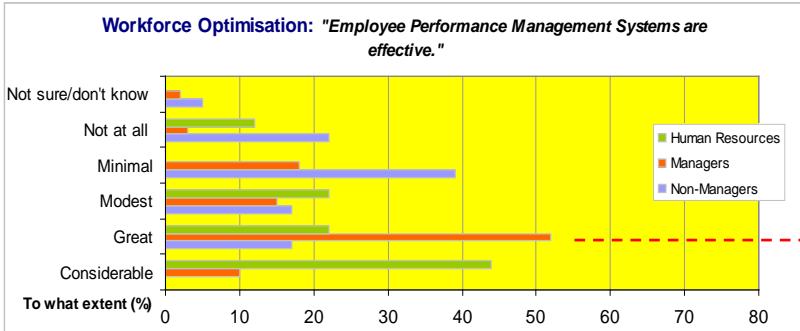
Knowledge Management Systems:

Exist to a modest extent ..

Similar perception between the three populations that KM systems exist only **"to a modest extent"**.

Workforce Optimisation

: "Are employee performance management systems effective?"



Employee Performance Management is effective ...?

HR: 44% considerable extent

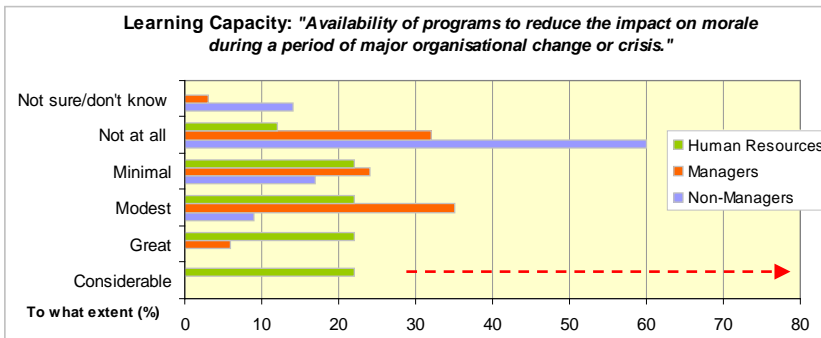
Managers: 52% great extent

Non-managers: 39% minimal extent

Where's the gap? ...

Learning Capacity

: "Are there programs to reduce impact of morale?"



Programs to reduce impact of morale during a change or crisis?

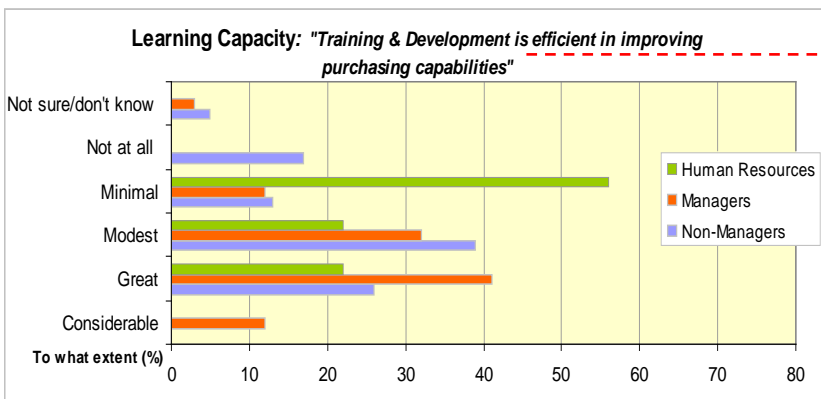
HR: ... no tendency

Managers: 35% modest to Not at all

Non-managers: 60% Not at all

Is it important...?

: "Are Training & Development Programs efficient?"



Training & Development programs... Efficient?

"Managers seem to be more optimistic on the efficiency of programs"

Managers: 53% considerable to great

Non-managers: Only 26% to great level.

Does HR measure the efficiency of Training & Development programs...?

"Only a minority 22%" ..could they be the best in class companies?"