Human Capital Drivers

Organizations' strengths and weaknesses in human capital management (HCM) can be assessed by monitoring the performance of each of 23 HCM practices that fall within five broad HCM driver categories. In general, improvements or declines in organizational performance can be tied directly to improvements or declines in HCM practices.

HCM Drivers	Leadership Practices	Employee Engagement	Knowledge Accessibility	Workforce Optimization	Learning Capacity
HCM Practices	*Communication* Management's communication is open and effective.	*Job Design* Work is well organized and taps employees' skills.	*Availability* Job-related information and training are readily available.	*Processes* Work processes are well defined, and training is effective.	*Innovation* New ideas are welcome.
	Inclusiveness Management collaborates with employees and invites input.	*Commitment* Jobs are secure, employees are recognized, and advancement is possible.	*Collaboration* Teamwork is encouraged and enabled.	*Conditions* Working conditions support high performance.	*Training* Training is practical and supports organizational goals.
	Supervisory skills Managers eliminate barriers, provide feedback, and inspire confidence.	*Time* Workload allows employees to do jobs well and enables good work/life balance.	*Information sharing* Best practices are shared and improved.	*Accountability* High performance is expected and rewarded.	*Development* Employees have formal career development plans.
	Executive skills Senior executives eliminate barriers, provide feedback, and inspire confidence.	*Systems* Employee engagement is continually evaluated.	*Systems* Collection systems make information easily available.	*Hiring* Hires are chosen on the basis of skill; new hires complete a thorough orientation.	*Value and support* Leaders demonstrate that learning is valued.
	Systems Leadership-development and transition systems are effective.			*Systems* Employee performance management systems are effective.	*Systems* A learning management system automates aspects of training.