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HR Development Programme

EFC, Bruxelles, June 2010
Pier Mario Vello

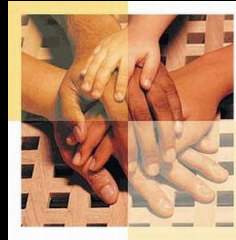




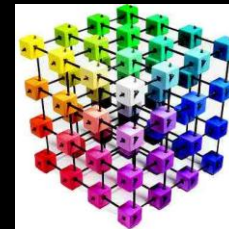
Vision

- Excellence in:

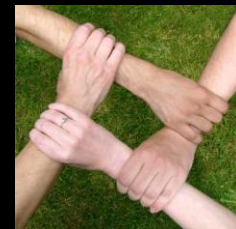
- Programme



- Processes

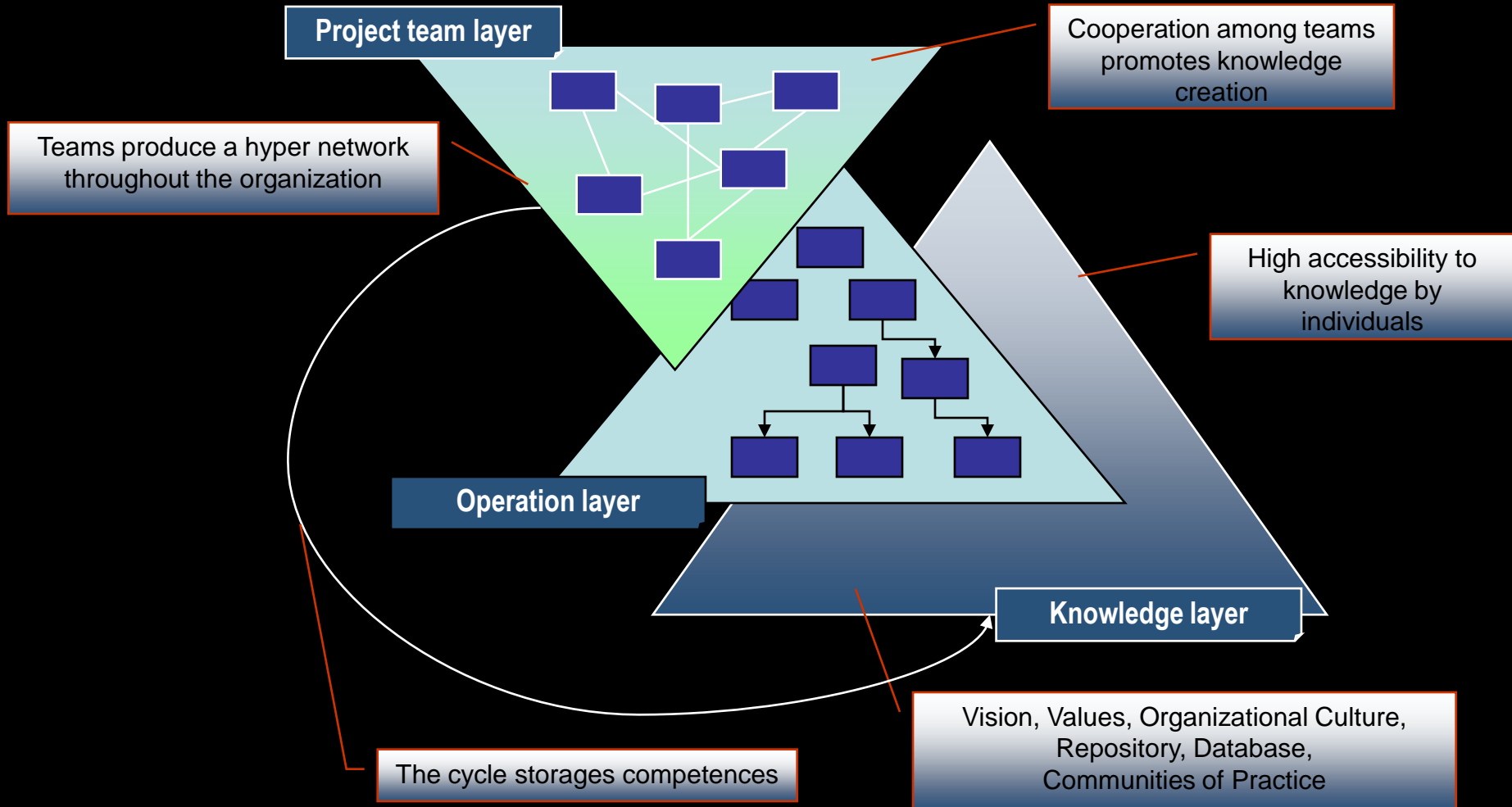


- People



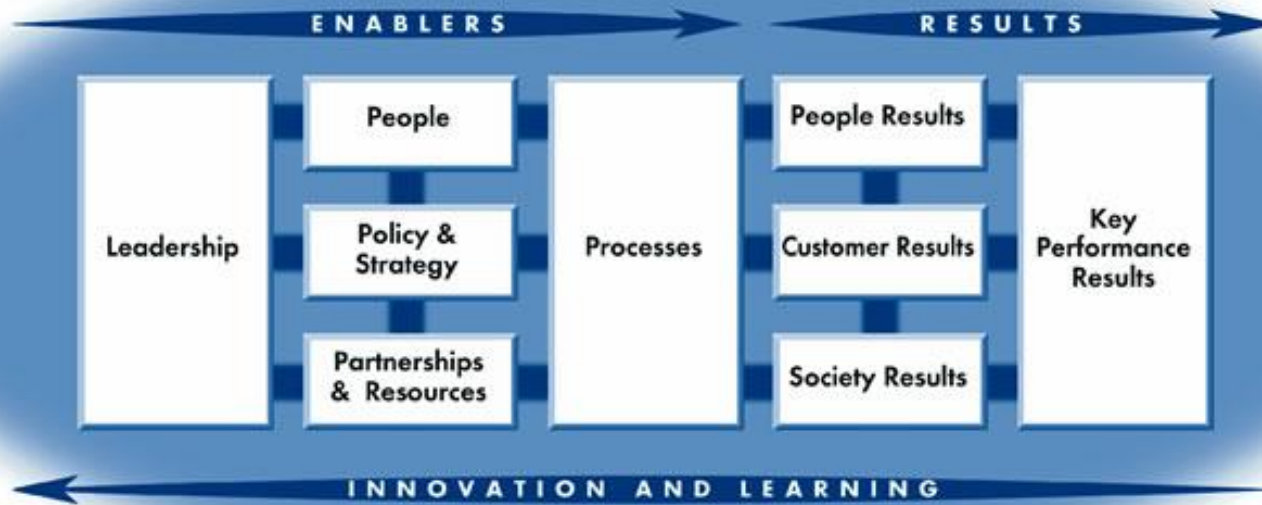


Multilayer organization





The model



RADAR

Results, **A**pproach, **D**eployment, **A**ssessment & **R**eview



HR management system





Guide lines

The social contest:

- Entrepreneurial behaviours
- Team working
- Managerial tools
- Efficiency
- Simplicity



HR development paths (2006-2009)

IN PROCESSES & HR IMPROVEMENT

- IMPROVEMENT OF EVALUATION PROCESS
- PROJECT MANAGEMENT PROCEDURES
- STAFF ENLARGEMENT
- DEFINITION OF ROLES AND JOB DESCRIPTIONS
- IMPROVEMENT OF COMPETENCES AND EMPOWERMENT

OUT IMPROVEMENT OF THE DIALOGUE WITH STAKEHOLDERS

- ENCOUNTER WITH ORGANIZATIONS
- TRANSPARENCY
- COMMUNICATION DEVELOPMENT AND VISIBILITY
- DEVELOPMENT OF PARTNERSHIP WITH OTHER FOUNDATIONS

From 156 mln € (2005) to 189 mln € (2006-2009 average)
From 18 a 32 calls for proposals
From 9 to 24 projects



Knowledge based philanthropy (2006-2009)

ICT

- Paperless processes
- Web Portal (from 6.000 a 30.000 v/m)
- Project sites
- Definition of Workflows
- Scalable HW infrastructure
- I-Grant, computerized programme management
- Ren.de.re & feedback from organizations

Management tools

- Budget control
- 3 year plan
- Workload control
- Organizational charts
- HR evaluation
- Rewarding system
- Managerial handbooks

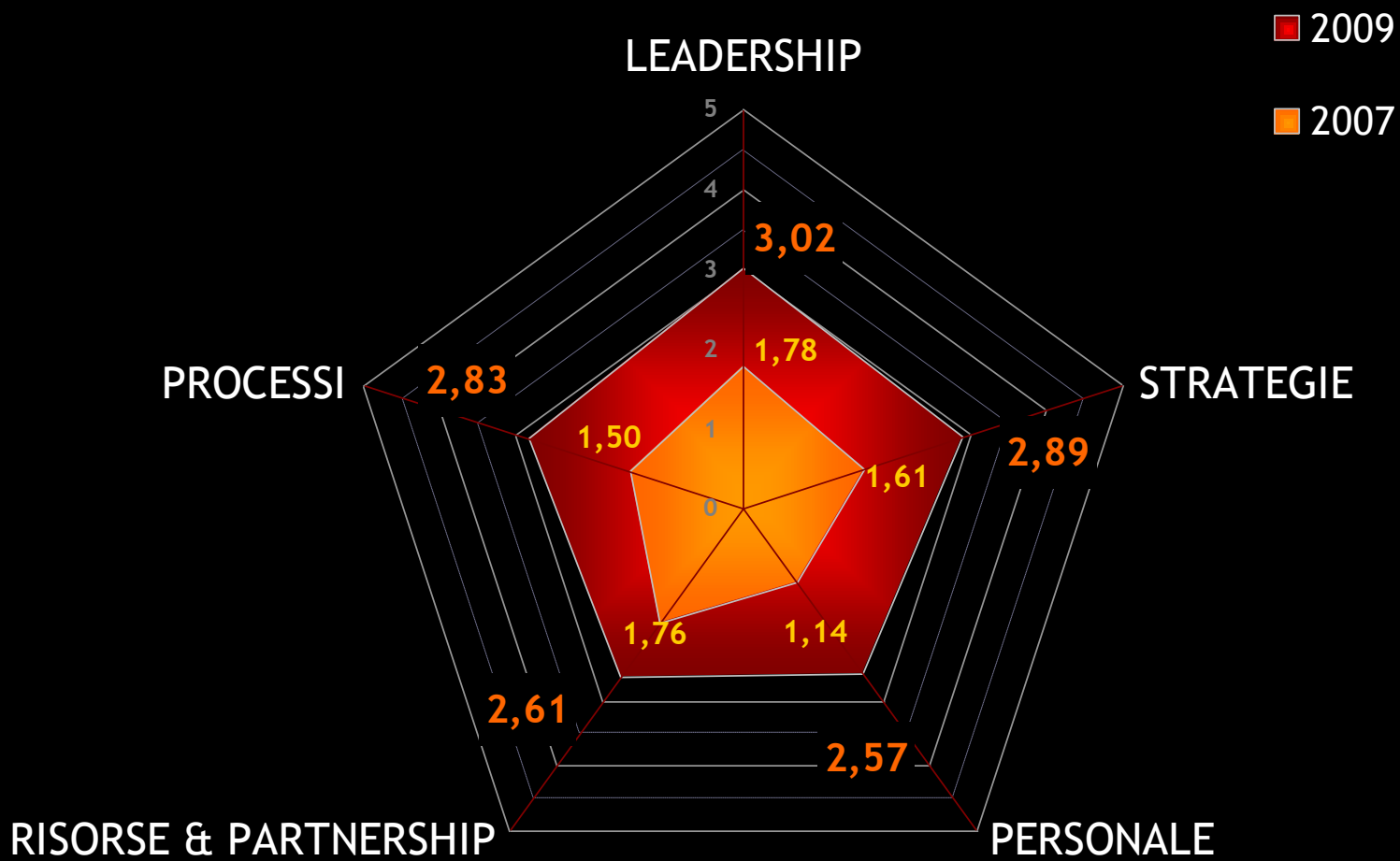


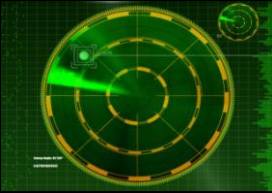
Training (2006-2009)

- EFQM - European Foundation for Quality Management
- Creative problem solving
- EFQM Quality system
- Project management
- Economic evaluation of projects
- Benchmarking process for improvement
- How to transform the vision in measurable tasks (QFD)
- Ad personam specific training
- Community of practice (project leaders)

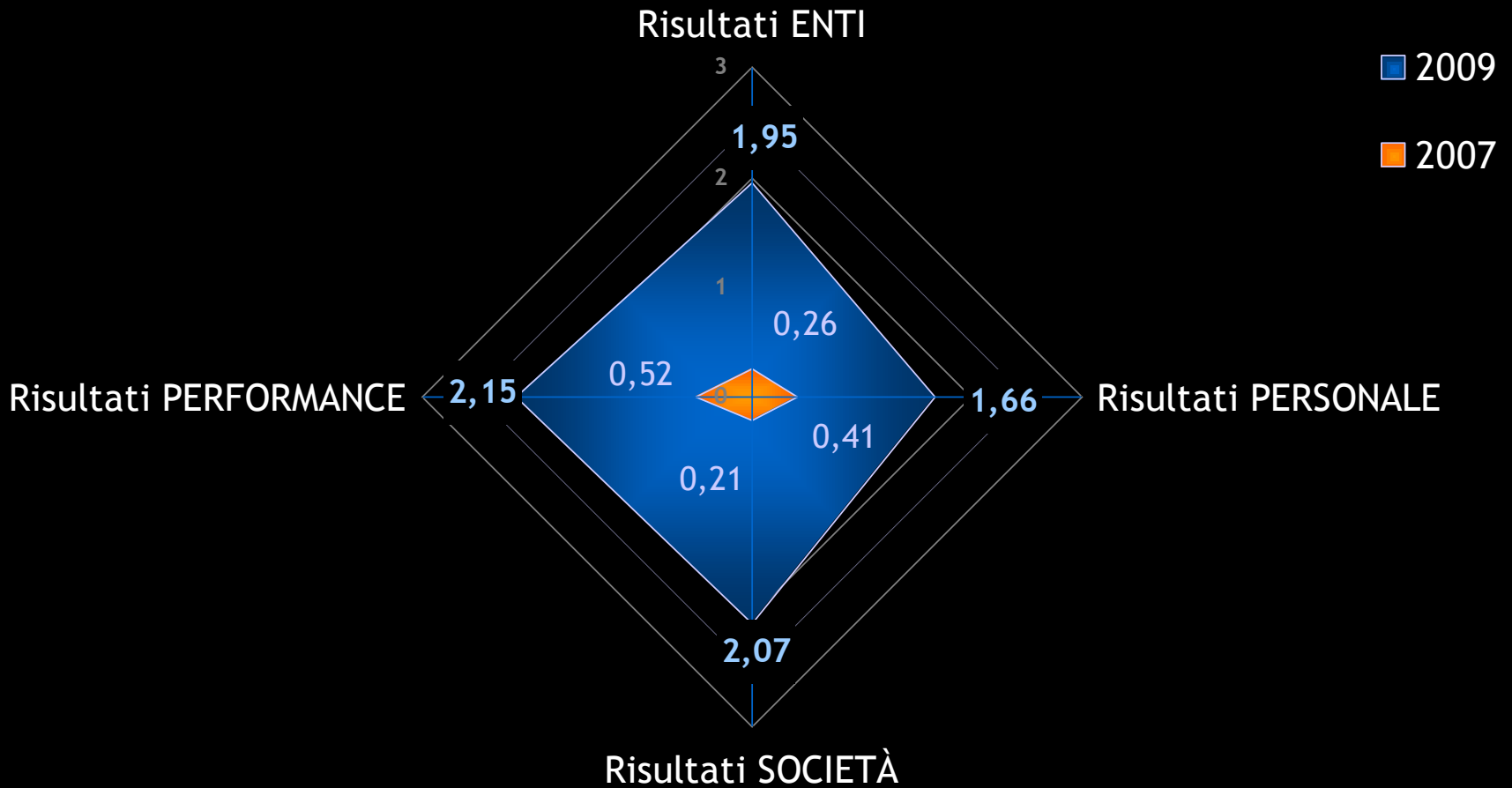


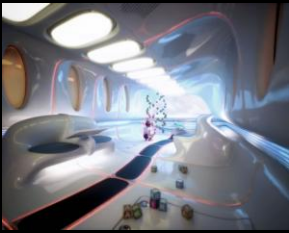
Radar: SELFASSESSMENT 2007→2009





Radar: SELFASSESSMENT 2007→2009





Future Challenges (2010-2013)

PROCESSES & HR

- Team & interdisciplinary
- Development of process improvement capability
- Learning & autonomy
- Planning, simplicity and speed of execution

STAKEHOLDERS

- Knowledge sharing with Third Sector
- Outcomes and knowledge repository
- Networking
- Customer satisfaction monitoring



HR improvement (2010-2013)

- **TEAM SPIRIT AND DEVELOPMENT:**

- Development of the team spirit among the leaders,
- Strategic coordination,
- Empowerment.

- **COMPETENCES (discipline & interdisciplinary)** enlarge and strength vertical (specialization) and horizontal (interdisciplinary) competences:

- Community of practice,
- Capacity Building Learning Centre,
- Specific training,
- Observatory.



Relationship improvements (2010-2013)

- **SEMPPLICITY:** simplicity and efficient relationship with organizations:
 - Lean processes and lowest bureaucracy as possible,
 - Organizations rating.
- **KNOWLEDGE SHARING:** distribute to the Third Sector the knowledge acquired through the funded projects:
 - Development of a projects **database**, linked to the foundation portal
 - **Workshops** and debates on the results of the projects,
 - Development of **social networks** for sharing the experiences



Work in progress

INTERVENTION AREA	PROGRAMME	RESPONSABLE STATUS
HR	ICT improvement	Villa / On route
Processes	The project management	Barbetta / To do
Processes	The evaluation management	Invernizzi / To do
Beneficiaries	Rendere e Feedback	Cima / Done
HR	Second level positions (vice directors)	Vello / Done
HR	Improvement of internal communication	Chiavarino / To do
HR	Tiepolo Project with European foundations	Mango / On route



The organizational values

- **Passion:**
 - Spread interest and passion for the team and the task.
- **Future:**
 - Support hope and optimism toward future by contributing to improvements.
- **Thinking:**
 - Develop innovative thinking, new competences and share the knowledge.
- **Tolerance:**
 - Manage the frustration by promoting cooperation and transparent behaviors.



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Thank you for your attention

