

From efficiency to effectiveness Human Being Management

‘Human Resources, I think it’s a terrible word. They refer to economic resources, which are discarded when they are consumed. A resource is a thing. I am not a thing but a ‘human being’. There’s too much emphasis on people as a economic beings. We’re much more than that!’

Henry Minzberg, October 2010.



Rotterdam’s RDM Campus and The Labourmarketmaker have developed a training course Human Being Management.

The purpose of the training is to provide knowledge, insight and skills into the following:

- A different view into labour market demand and business processes
- Discovering new ways of linking into the qualities of the labour force
- Identifying the contribution and added value of durable staff policy.
- Good employer advice

A spin-off is that employers gain contacts with other professional organisations and can exchange experiences, develop a common vision and learn to combine different goals.

The training is currently targeted at account managers, intermediaries, advisors, internship counsellors and other staff that operate in direct contact with enterprise/employers. In a later phase the training will be transformed and adapted to staff managers.

Employers gain contacts with other professional organisations and can exchange experiences

A Rotterdam University module runs in conjunction with the course. Fourth year students will be providing a detailed evaluation which will include intake meetings, process meetings, exit meetings and employer interviews.



The Bureau Labourmarketmaker

The Bureau Labourmarketmaker (Arbeidsmarktmeester) is a strategic cooperation between the City of Rotterdam and the Association of Dutch Employers (VNO-NCW).

The Labourmarketmaker initiates and co-ordinates projects and meetings to increase labour market participation in Rotterdam.

The Labourmarketmaker develops new projects, stimulates enterprise in adopting their business processes to better align labour demand and the labour supply (e.g. people currently on benefits) and stimulates the municipality and educational institutes in market orientation.

RDM Campus

Originally a shipyard comprising of industrial and dock buildings of the 'Rotterdamsche Droogdok Maatschappij' (Rotterdam Dry Dock Company). The abbreviation RDM now stands for: Research, Design & Manufacturing, a cooperative venture between Albeda College, Rotterdam University and the Port of Rotterdam Authority. RDM is situated in Heijplaat, which is centrally located in the city ports area of Rotterdam. The area is easily accessible from the city centre by the fast ferry "Aqualiner". RDM Campus includes several

facilities including;

- Innovation Dock - a monumental industrial hall of 23,000m²
- 'Droogdok' (Dry Dock) - the former head office of the RDM
- 'Dokhaven' (the Dock), co-financed by the European Regional Development Fund.

RDM Campus offers;

- A place where students and companies collaborate in an open environment and focus on new economic activity and sustainable and innovative solutions in the markets of Building, Moving & Powering
- A location for intermediate and higher vocational education under the same roof, with plenty of space to experiment and for practical research
- A location for business, innovative and creative manufacturing industry
- A location for events, meetings and conferences

Funding

Both parties invested time in the set-up of the training. The running costs are being covered by participants' fees.

An ageing population and a growing economy will create staff shortages in many areas, while Rotterdam still has a large labour force that is not working.

Timeline

The timeline of an individual course is 35 hours which includes lectures on 5 days and home study.

Training 1:

5 days in the period between 23 September 2010 and 27 January 2011

Training 2:

5 days in the period between 11 November 2010 and 24 February 2011

Training 3:

5 days in the period between 07 April 2011 and 16 June 2011

Training 4 will start in the fall of 2011.

The timeline of the project is as long as enough participants subscribe.

Background

The labour market is largely self-regulating, but there are imperfections on both the demand and supply sides. To highlight these imperfections the training uses the concept of “Inclusive Economy” or “Inclusive Labourmarket”.

An inclusive Economy takes into account the economic, social and educational work proceeds, and the costs of exclusion and non-participation in these three areas.

In particularly larger companies are already implementing corporate social responsibility (CSR), Triple P (People, Planet, Profit) and corporate community involvement. These policies started from idealism, but today they have proven performance records and are becoming increasingly mainstream, measurable and accountable. There is increasing interest in the measurement of outcome (impact in society)

instead of just output (results compared to business goals). What remains underdeveloped within the concept of CSR is the People-factor, sustainable management of human capital.

An aging population and a growing economy will create staff shortages in many areas, while Rotterdam still has a large labour force that is not working. Many companies and organizations face a stagnating flow through of staff. Employees work at a level beneath their capacities and training and are unable to develop their talents. At the same time, they retain available job space for those with skill levels consistent with the job requirements. Young people drop out their education because they lack a context-rich learning environment. In addition, we know that workers are feeling significantly healthier than the unemployed, and rely less on healthcare.

The underlying problem is that most business operations focus on efficiency rather than effectiveness. Companies can use more of the potential workforce by rephrasing their demand and adapting their business processes and recruitment to the demand. Work is an added value in the process of generating business. However, work has more functions and employers are more than productive resources. People are also the carriers of the culture of the company (intrinsic motivation) and the owner of skills. This and the transfer to apprentices is essential for the continuity of the business.



Content

On the course participants learn to become 'business-whisperers', advisors skilled in the transition from human resource to human being management.

Day 1: Think New

- Introduction inclusive economy
- Trendwatcher
- Change demand
- Mastership, skills, productivity

Day 2: Business DNA

- Recognition of indicators and artefacts
- The reading of business
- Authenticity annual report
- Chances and opportunities
- Lobby

Day 3: The Art of Communication

- From dialogue to creation
- Energetic interpersonal communication
- Cope with disappointment
- Tempt to look in a different way
- Pitch development

Day 4: Implementation

- Analyse order books
- Identify future jobs
- Jobtracks, jobcarving and other instruments
- Added value
- Working plan

Day 5: Feedback

- Practical experiences
- Intervision

<http://www.rdmcampus.nl/english#RDM>

<http://www.rdmcampus.nl/agenda/start-training-human-being-management>

