



WIN: Introducing the job profile of the Workplace Innovation Manager

PR1-A3: GUIDELINES ON IMPACT ASSESSMENT

The report is developed by Balkan Bridge



Disclaimer: This project is funded with the support of the European Commission. The information and views set out in this document are those of the author(s) and do not necessarily reflect the official opinion of the European Commission. Neither the European Union institutions nor any person acting on their behalf may be held responsible for the use, which may be made of the information contained therein.



Introduction

Workplace Innovation, what's it all about?

Companies face unprecedented challenges in an economy dominated by globalization, rapid technological advances, demographic change and fast-shifting consumer demands. The ability to reinvent products, services and processes continually is becoming essential for survival and success.

Tackling these challenges can't be done by senior teams alone: they need to harness the creativity, insights and engagement of the entire workforce. Leaders need to empower others to take the initiative, coaching and supporting them towards successful outcomes. They must become the champions of employee empowerment, participation and voice.

The key concept: **Workplace Innovation**. It describes workplace practices and cultures which enable employees at all levels to use their knowledge, competences and creativity to the full. It builds workplaces in which people come to work to undertake their functional tasks in the most effective way possible and to improve the organization. Evidence shows that workplace innovation leads to significant and sustainable improvements in both organizational performance and employee engagement and well-being.



Purpose

The Impact Assessment Framework aims to function as an evaluation model that will allow any interested organization to assess any relevant costs and benefits incurred as a result of introducing Workplace Innovation techniques and eventually establish the job position of the Workplace Innovation Manager. The contents of the framework are guidelines on what indicators to collect, monitor, and evaluate in order to assess the impact (costs and benefits, pros and cons) of the introduction of the Workplace Innovation Manager in the working environment. It will be available only in English for internal use by the WIN project partners.



Evaluation Framework: Expected Outcomes and KPIs

The following section provides the framework base of an evaluation scheme (Table 2). The framework, read right to left, indicates the level of impact within the organization and also within the staff members; the anticipated impact or outcome dimension, the indicators that should be collected, monitored, and measured; and the instrument as to where the indicators may be extracted (further detailed in Table 1).

Table 1: Definitions and details of key terms

Impact level	This describes where the impact or outcome will occur. The levels in this framework are at Employee or at Organizational level.
Impact/ outcome	<p>This describes what dimension the intervention will influence, from which the expected outcomes are derived.</p> <p>Every organization is different structurally, and has different goals for growth or improvement. This framework has identified general expected outcomes, or areas where your organization can reasonably expect for impact to occur.</p>
Indicators	<p>In order to measure the impact/outcome, indicators are to be evaluated periodically to compare and track growth.</p> <p>In Table 2, costs and benefits can be understood in the following way:</p> <ul style="list-style-type: none"> - Indicators are subject to contextual interpretation and/or actual results in order to conclude whether they are positive or negatively influenced (cost or benefit)
Qualitative Indicators	These are measurements taken that do not include a numeric calculation, but rather derive from intangible perceptions, feelings, or descriptions.
Quantitative Indicators	The measurements have a countable measurement, and can be tracked in a more straightforward manner from everyday data sources.



Measurement Instrument	<p>All indicators will need one or more instruments in order to measure. BPM (Business process management) tools and methods are used that will discover, model, analyze, measure, improve and optimize business processes.</p> <p>These instruments may already be employed to track other processes, or Alternatively, may need to be deliberately administered for this evaluation, such as employee or customer surveys.</p>
-------------------------------	---

Table 2: Evaluation Framework

Impact Level	Impact/Outcome	Indicators	Measurement Instrument
Staff members	Skill and Professional Development	<p>Quantitative:</p> <ul style="list-style-type: none"> # of certifications # of Awards/ recognition # of conference attendance/presentations 	-Self-Monitoring
	Employees' daily productivity/ engagement/ innovation rate	<p>Quantitative:</p> <ul style="list-style-type: none"> -number of micro- tasks accomplished per day -measurement of the current performance- what is the frequency of defects/errors (based on Six Sigma) <p>Qualitative: (Self-Evaluation)</p> <ul style="list-style-type: none"> -Level of comfort in job related tasks -Knowledge of the market/ customer needs <p>(Internal evaluation)</p>	<ul style="list-style-type: none"> -Employee Self-Evaluation -Internal Performance Reviews -Internal monitoring -Quality Assurance Specialist review



		-Performance Levels (External) -Complaints/Feedback from customers (customer satisfaction)	
	Job Satisfaction	Qualitative: Perceptions of: -Alignment with the business vision of the company -Personal stake in company -Task/job contentment/enjoyment	-Employee evaluation -Internal HR monitoring
	Good health and mental wellbeing of the employees in the workplace	Qualitative: -perception of inspiration throughout daily work-process -motivation and share of common vision	-Internal HR monitoring -Stress management education -Mental health programs -Employee Self-Evaluation
	Internal digital communication and collaboration.	Quantitative: -Frequency of employees' visits in the portal for internal data Quantitative: -Synergy between staff members and easy communication	-Internal Monitoring -Internal HR monitoring
Impact Level	Impact/Outcome	Indicators	Measurement Instrument
Organization	Existing Service/product Improvement	Quantitative: Δ in Sales	-Customer surveys



	<p>Δ in Costs</p> <p>Δ in returns/exchanges</p> <p>Δ in QA Ratings (Scale)</p> <p>Qualitative: Complaints/Feedback from customers (customer satisfaction)</p>	<p>- Internal Monitoring</p> <p>- Quality Assurance Specialist review</p>
Employee Retention	<p>Quantitative:</p> <p>Δ in training and onboarding cost</p> <p>Δ in recruitment costs # of employees</p> <p># of open positions</p> <p>Δ in average length of employment</p>	<p>-Internal HR monitoring</p> <p>-Recruitment department assessment</p>
Workplace Cohesion and Morale	<p>Quantitative:</p> <p>Δ in Efficiency rate (output/standard output)</p> <p>Δ in average length of employment</p> <p>Qualitative</p> <p>-Employee Job satisfaction</p>	<p>-Internal HR monitoring</p> <p>-Employee evaluations</p>
Lower levels of absenteeism	<p>Quantitative:</p> <p>-low number of employees' days off</p>	<p>-Internal HR monitoring</p> <p>-Recruitment department assessment</p>

