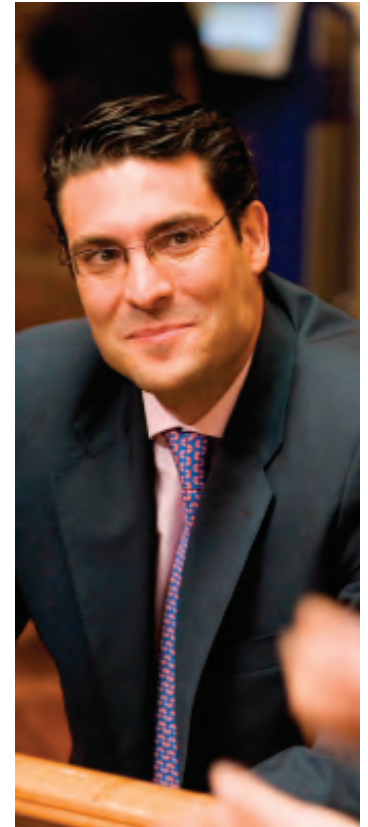
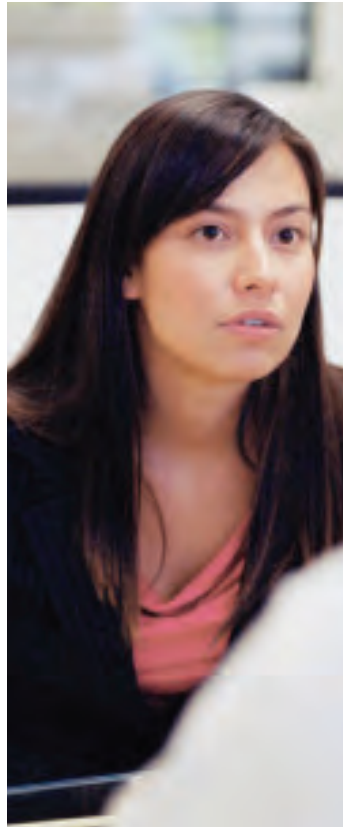


Saratoga Services: Workforce Effectiveness

After years of focus on technology and process improvements to achieve cost reductions and competitive advantage, the next frontier for improving ROI is the workforce.

Saratoga's 2006/2007 Human Capital Effectiveness Report showed that the average organization invests \$290 in labor costs to generate \$1,000 in revenue, an increase of 3.5%. The fact that organizations are investing more in their workforce to generate each dollar of revenue suggests that there is great opportunity for improvement of return on the investment in the workforce. While many organizations state that their workforce is their greatest asset, most have done little to quantify or optimize their investment in the workforce.

Saratoga, a service offering of PricewaterhouseCoopers, teams with clients to help them apply a rigorous evidence-based approach to measuring and managing workforce and HR effectiveness. Saratoga's three key service offerings address workforce effectiveness, HR program effectiveness, and HR delivery effectiveness.



HR workforce effectiveness

Are you optimizing your talent?

Are you getting the highest return on your investments in the workforce?

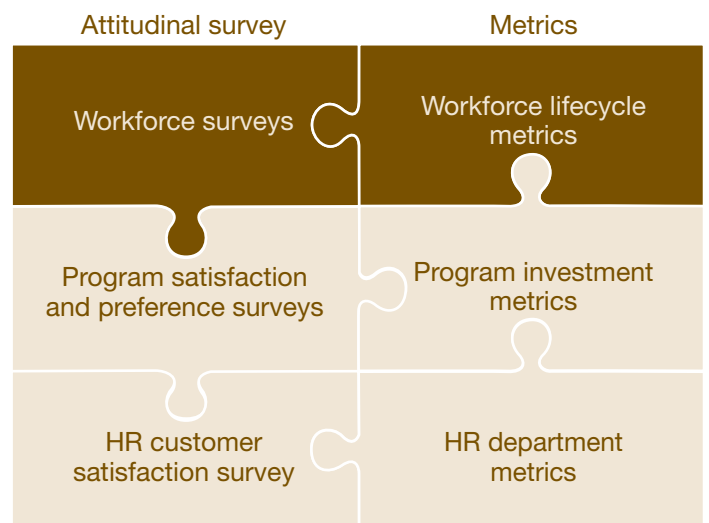
What is the impact of turnover of high performers?

How effective and sustainable is leadership across units and divisions?

Workforce effectiveness

HR program effectiveness

HR delivery effectiveness





Saratoga's Workforce Effectiveness Program pairs attitudinal surveys of the workforce with metrics to address key workforce issues such as high performer turnover, leadership effectiveness and sustainability, new hire quality, and career development. With this information, clients can understand where their workforce is most effective, identify opportunities for improvement, and pinpoint investments to offer the greatest return.

Saratoga's Workforce Effectiveness Program includes three key components.

Taking the pulse of your employees

Workforce Surveys—Leveraging advanced statistical and market research techniques, Saratoga takes employee opinion surveys to a new level of value and application in the business. Our Engagement Intelligence™ workforce surveys allows you to identify the employee groups that are willing to provide discretionary effort. It also helps to identify opportunities to improve retention, productivity and financial performance by focusing on segments of the workforce that are expected to create value and determine the success of the company.

Quantifying the value of your workforce

Workforce Lifecycle Metrics—Saratoga's core workforce measurement and benchmarking program leverages measurement and standards based on more than 30 years of experience and provides you with access to hundreds of workforce metrics such as quality of hire, span of control, productivity, return on investment in the workforce, cost of compensation and benefits, and turnover.

Understanding the financial impact on your business

Business Linkage Workshops—While it is important to recognize how your workforce results compares to others, it is critical to translate how these results financially impact

the business. Saratoga brings key organizational stakeholders together to help you quantify the impact of your key issues and help you prioritize resources. A sample issue covered in a business linkage workshop is to quantify the cost impact if turnover were to decrease (or increase) by one percentage point?

Saratoga's Workforce Effectiveness service provides your organization with a number of benefits. Through this program you will be able to:

- Get leading indicators of employee performance and engagement
- Identify and focus your efforts on "pivotal" employee groups
- Quantify the value of your workforce
- Establish a ROI for your investment in the workforce
- Access more than two hundred workforce lifecycle metrics
- Understand the financial impact the workforce has on the business

Saratoga is part of PwC's Human Resource Services practice. This global practice of more than 6,000 professionals is dedicated to providing practical, multi-disciplined advisory services to include a full service human resource management service such as dedicated practices in communications, change management, workforce planning, process management, benefits, retirement, and compensation. To learn more about Saratoga, please visit our website: www.pwc.com/saratoga or call us at 866 727-2864.