

# *Saratoga*<sup>TM</sup>

Helping you connect  
workforce performance to  
organizational success



# Understand where you are... and where you want to be

Recent economic events have made it clear—business is becoming more challenging. The need to measure and justify every decision and dollar has never been greater.

## Introducing Saratoga

Saratoga is a PwC offering and a global leader in human capital measurement, benchmarking and strategic application of human capital information. Saratoga is helping a growing number of Canada's leading organizations apply an effective, evidence-based approach to their workforce and HR decision making.

## How does it work?

**We focus on five key areas:** organization and operations, HR staff and structure, compensation and benefits, hiring and staffing, and retention and separations. We work with you to determine which metrics are most important to your organization, and help you gather the required data. We personally debrief your reports with you, helping you interpret your results and determine strategic implications for your organization.

## What we're hearing from business leaders

"We invest a lot in our people. How can I measure the return on that investment?"

"We need to show that our HR budget represents an investment with a return, not just an expense—how do we use hard numbers to show the value of HR? Where do we stand relative to our industry competition?"

"We want to position ourselves for future growth—how do I support capitalizing on this great opportunity to pick-up some top talent?"

"We know we have to find cost savings, but we want to find inefficiencies, not just cut in ways that harm us in the long-term."

## Going deeper

Saratoga's other services complement the Human Capital Effectiveness Survey results by helping you gain a deeper understanding of your organization's workforce and HR effectiveness.

- Employee Engagement Survey
- HR Customer Satisfaction Survey
- Employee Onboarding/Exit Survey
- Customized Scorecard Development

## Value – what your organization gains from Saratoga:

- Insight on HR productivity and value creation, and obstacles to your success.
- A review of your recruiting, training and development efforts – Are you finding, developing and keeping the right people?
- Assistance in determining who is leaving, why they are leaving and what you can do to intervene and reduce bad turnover.

- An understanding of where you can control HR costs and budgets, and when new department strategies should be considered.

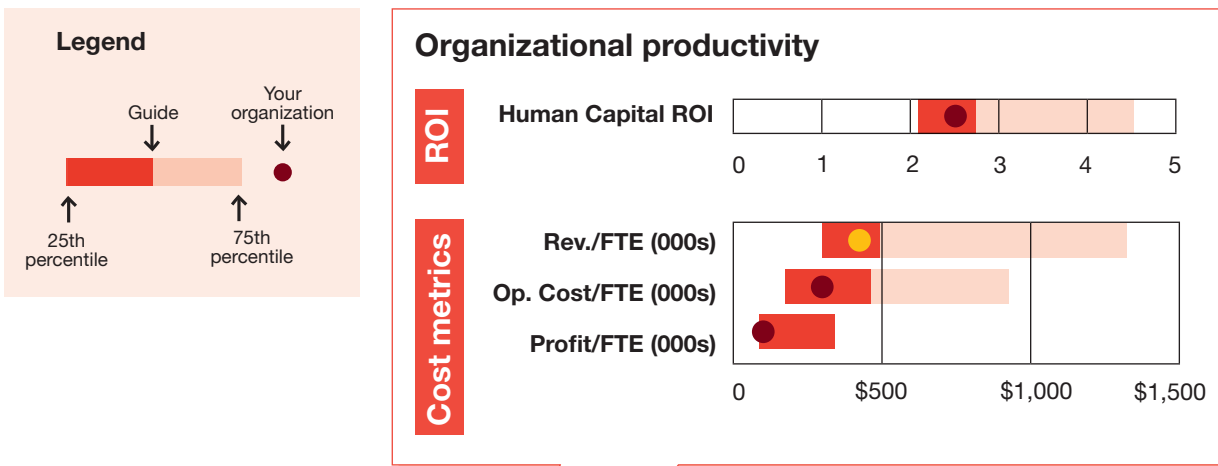
By looking inside and outside your organization, Saratoga can help you develop a clear analytical understanding of your workforce and build sustainable human capital advantage.

## Building a case for change

Saratoga uses a comprehensive survey of key HR and workforce performance measures to benchmark your company against others in your industry. We can work with you to understand what these measures mean for your organization and to develop action plans and programs to address critical areas of opportunity. Secure online access to your year-over-year data and benchmark statistics can give you confidence that you are making the right decisions for your people, and for your long-term success.

The table below provides a sample of the benchmark information you will be able to access using Saratoga.

*Whether you are analyzing your own organization's performance, or benchmarking against high performing industry groups, measurement is the foundation for determining where you are today, and where you need to be tomorrow.*



## Saratoga™

Demo	2009	2010	25th	Median	75th	Guide
<b>Organizational productivity</b>						
<b>Human Capital ROI</b>						
Pre-tax profit for each dollar invested in pay and benefits	2.10	2.54	2.09	2.80	4.25	75th
<b>Revenue per FTE</b>						
Revenue generated for each full-time equivalent employee	\$675,833	\$545,234	\$319,883	\$510,987	\$1,498,229	75th
<b>Operating cost per FTE</b>						
Operating cost for each full-time equivalent employee	\$257,389	\$315,345	\$198,722	\$565,711	\$986,249	25th
<b>Profit per FTE</b>						
Profit for each full-time equivalent employee	\$78,564	\$98,234	\$97,829	\$124,090	\$359,087	75th
<b>Workforce planning</b>						
<b>Executive succession pipeline depth</b>						
Avg. number of succession planning candidates for each Executive	2.9	2.4	0.8	1.2	1.6	75th
<b>Percent of employees eligible for retirement in next 5 years</b>						
Percent of workforce eligible for retirement in next 5 years	5.6%	10.4%	8.4%	11.0%	21.8%	Median
<b>High performer separation rates</b>						
Percent of high performer employees who left the organization	12.4%	7.8%	1.2%	4.4%	5.8%	25th
<b>Organizational knowledge loss percent</b>						
Percent of total tenure in the organization leaving through retirement	4.4%	5.1%	2.1%	3.6%	4.3%	25th

# Our People and Change team

*Managing talent can be somewhat daunting, but with the right guidance you can achieve real benefits. Our People and Change team can work with you to create a sustainable people organization – from helping you develop, implement and measure the success of your talent management strategy to identifying ways to improve the impact of your talent.*

*Contact us today to see how our People and Change team can help.*

**Ellen Corkery-Dooher**  
National Leader, People and Change  
613 755 8721  
ellen.a.corkery.dooher@ca.pwc.com

**Louise Wilson**  
403 509 6608  
louise.a.wilson@ca.pwc.com

**Jean McClellan**  
204 926 2417  
jean.a.mcclellan@ca.pwc.com

**Teresa Carvalho**  
416 687 8144  
teresa.m.carvalho@ca.pwc.com

**Karen Forward**  
416 687 8116  
karen.j.forward@ca.pwc.com

**Karen Cochrane**  
613 755 4339  
karen.cochrane@ca.pwc.com

**Joanne Desjardins**  
418 691 5858  
joanne.desjardins@ca.pwc.com

## ***Saratoga Performance Measurement***

**Philip Hunter, Ph.D.**  
416 869 2861  
philip.e.hunter@ca.pwc.com



[www.pwc.com/ca/people-change](http://www.pwc.com/ca/people-change)