


Saratoga™

Maximize the efficiency of your workforce
Validate your intuition with measurement*



*connectedthinking

PRICEWATERHOUSECOOPERS 

Recent economic events have made it clear—business just became more challenging. We believe the need to measure and justify every decision and dollar has never been greater.

Here's a sample of 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.”



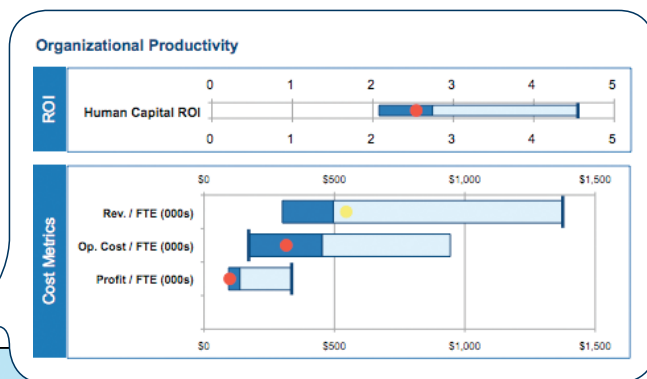
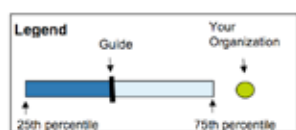
Whether you are analyzing your own organization's performance, or benchmarking against high-performing industry groups, measurement is the foundation for determining where you are today, and where you need to be tomorrow.

Introducing Saratoga

Saratoga is a PricewaterhouseCoopers 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 & Operations, HR Staff & Structure, Compensation & Benefits, Hiring & Staffing, and Retention & 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.



Saratoga™						
DEMO	2007	2008	25th	Median	75th	Guide
ORGANIZATIONAL PRODUCTIVITY						
Human Capital ROI						
Pre-tax profit for each dollar invested in pay and benefits.	2.10	2.54	2.09	2.80	4.25	75th
Revenue per FTE						
Revenue generated for each full-time equivalent employee.	\$675,833	\$545,234	\$319,883	\$510,987	\$1,498,229	75th
Operating Cost per FTE						
Operating cost for each full-time equivalent employee.	\$257,389	\$315,345	\$198,722	\$565,711	\$986,249	25th
Profit per FTE						
Profit for each full-time equivalent employee.	\$78,564	\$98,234	\$97,829	\$124,090	\$359,087	75th
WORKFORCE PLANNING						
Executive Succession Pipeline Depth						
Avg. number of succession planning candidates for each Executive.	2.9	2.4	0.8	1.2	1.6	75th
Percent of Employees Eligible for Retirement in Next 5 Years						
Percent of workforce eligible for retirement in next 5 years.	5.6%	10.4%	8.4%	11.0%	21.8%	Median
High Performer Separation Rate						
Percent of high performer employees who left the organization.	12.4%	7.8%	1.2%	4.4%	5.8%	25th
Organizational Knowledge Loss Percent						
Percent of total tenure in the organization leaving through retirement.	4.4%	5.1%	2.1%	3.6%	4.3%	25th

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.

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