

Saratoga Services: HR Program Effectiveness

The workforce is the single largest expense for most organizations. According to Saratoga's 2006/2007 Human Capital Effectiveness Report, the average organization invests more than 35% of operating expenses in HR programs such as compensation, training, and hiring. Given this heavy investment in HR programs, organizations need a way to quantify the impact and value of these programs and have critical information to enable evidence-based decision making.

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 Program Effectiveness

- How effective are HR programs in attracting and retaining the best talent?
- Where are program investments most effective?
- How much are we investing in HR programs?

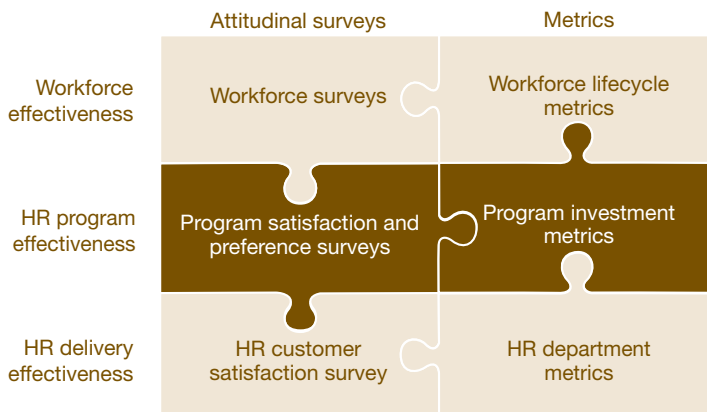


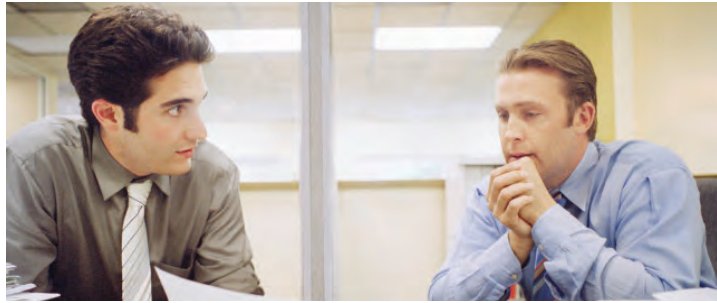
Saratoga's HR Program Effectiveness service analyzes the efficiency and effectiveness of initiatives managed by the Human Resource department, including compensation, benefits, training, staffing, etc. We help clients develop and execute surveys to better understand satisfaction with HR programs and/or HR program preferences. The results of the workforce surveys are paired with program investment metrics to allow our clients to compare and contrast the cost of their HR programs with hundreds of other organizations. With this information, Saratoga clients can focus HR investments on the areas with the greatest economic return.

Saratoga's HR Program Effectiveness program includes three key components.

What HR programs do your employees value?

Program Satisfaction and Preference Surveys—Saratoga has designed a suite of surveys to assess the effectiveness of specific HR programs such as onboarding, training, and rewards. Our preference surveys use conjoint analysis to





force respondents to choose between two options (e.g., greater salary vs. more stock options) to provide your team with critical information to improve your HR programs. Our surveys may be customized to meet your needs and offer real-time, customized peer-group comparator groups.

Compare with metrics

Program Investment 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 and more than one hundred program investment metrics.

Understand the financial impact on your business

Business Linkage Workshops—While it is important to recognize how your HR program results compare 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 ROI of a specific training program.

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

- Arm yourself with data from your employees about their preferences for HR programs
- Measure the workforce’s perception about the effectiveness of HR programs
- Measure the value of HR programs
- Access more than one hundred HR program metrics
- Understand the financial impact HR programs have 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 consultancy 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.