


We welcome you to join
Saratoga – Human Capital Benchmarking Survey 2008

Saratoga

PRICEWATERHOUSECOOPERS 

Saratoga – Human Capital Benchmarking

Introduction

The purpose of Saratoga's Human Capital Benchmarking Report is to provide your organisation with essential information for working more effectively with your people.

By using the information in this report, you will build an understanding of your existing human capital profile and you will be able to draw conclusions upon the profile that you need in order to compete successfully. You will learn where you are doing well and where improvement is essential.

The Romanian Human Capital Benchmarking Report will cover all areas of human capital issues:

- HR effectiveness
- Human Capital impact
- Human Capital behaviours
- Organisational structure
- Resourcing
- Learning and development
- Compensation and benefits

Saratoga – Human Capital Benchmarking

Our expertise

1. Global benchmarking network

- 25 years of experience in measuring and benchmarking human capital;
- the largest database, comprising information offered by more than 1,000 companies from various sectors;
- in 2003: PwC acquired Saratoga, human capital measuring and benchmarking services being thus extended towards new territories, as Eastern Europe and Asia.

2. PwC Romania

- 2008 - the second edition of Saratoga - Human Capital Benchmarking Survey; the 2007 survey included 60 companies, from six industry sectors, and it analysed approximately 80 human capital indicators;
- PwC Romania consultants have been trained and certified to use the Saratoga tools and methodology.

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Survey structure and content

1. Statistics for analysed indicators

The table below presents the main categories of analysed indicators within the survey:

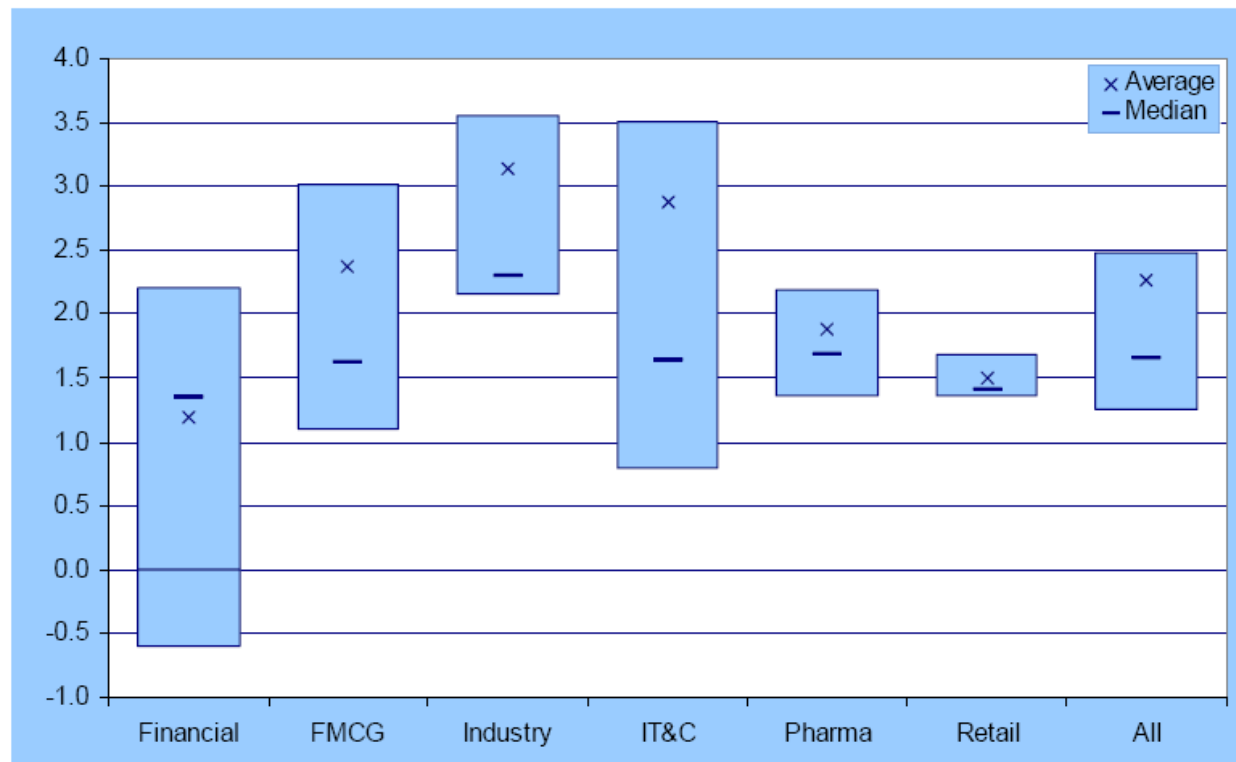
CATEGORIES OF INDICATORS	EXEAMPLES OF INDICATORS
Financial impact	Revenue per FTE, Cost per FTE, Profit per FTE
Productivity and added value	Remuneration/Revenue, Remuneration/Total Costs, Human Capital Return on Investment
Compensation & Benefits	Average Remuneration, Average Compensation, Average Benefits
Absence	Absence Rate, Sickness Absence Rate, Absence Cost per FTE
Turnover	Termination Rate, Involuntary Termination Rate, Resignation Rate
Resourcing	External Recruitment Rate, External Addition Rate, External Replacement Rate, Cost per Hire, Time to Start
Learning & Development	FTEs per L&D Function FTEs, L&D Investment per FTE, L&D Investment / Compensation
HR Function	HR Department Costs/Total Costs, % HR Managers
Other support functions	FTEs per Function FTEs, Function Costs per FTE

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Survey structure and content

Please find an extract of the analysis from Saratoga – Human Capital Benchmarking, 2007

Human Capital Return on Investment, by sector



Source: Saratoga – Human Capital Benchmarking, 2007

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Survey structure and content

2. Data interpretation instructions – each indicator’s analysis follows the below reporting format:

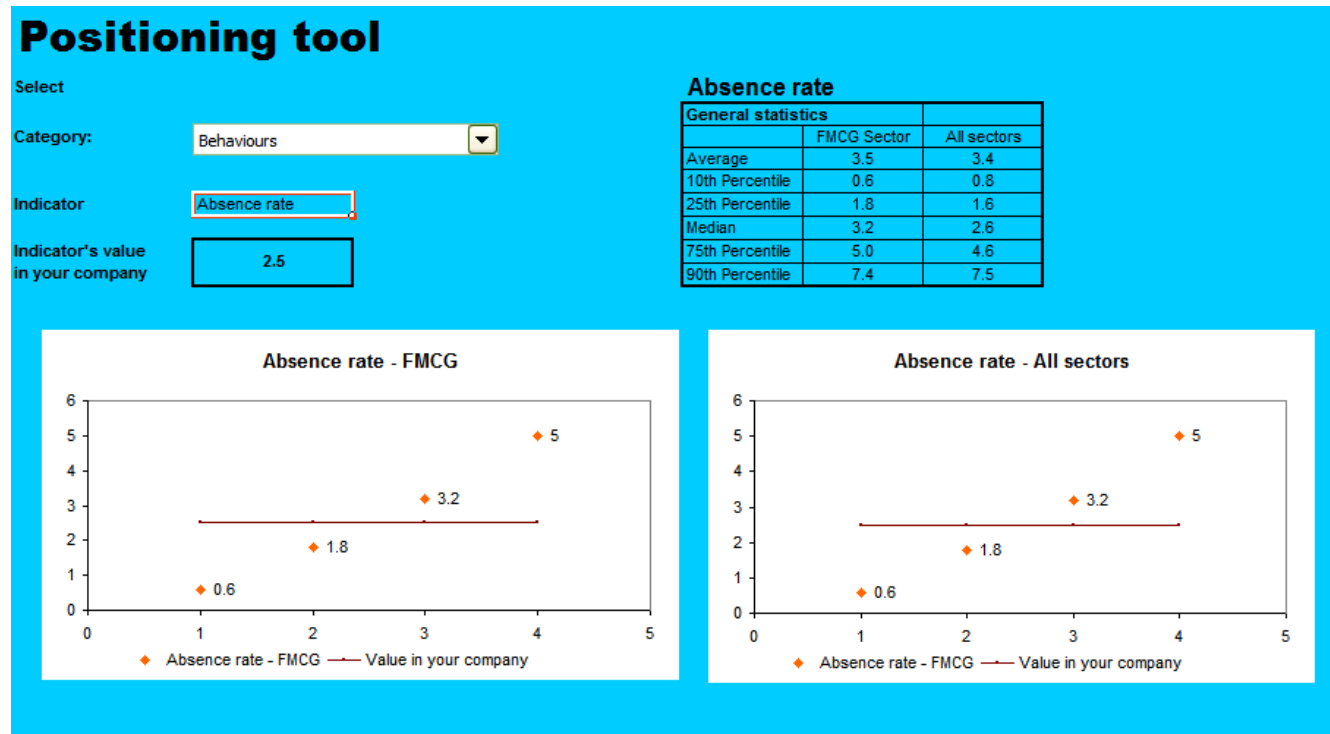
Definition	The formula used for the metric
Purpose	Description of how to use the metric data and considerations to bear in mind in your interpretations
Target guide	Saratoga’s suggested target versus a relevant comparator in the group
Metric linkages	Additional metrics to consider in building understanding and depth to your analysis

Source: Saratoga – Human Capital Benchmarking, 2007

Saratoga – Human Capital Benchmarking Survey structure and content

3. *NEW: Positioning tool

This tool allows you to compare the measured indicators in your organisation against the values from the reference market. The tool presents both graphic and percentage outputs of the position of the indicator in report to the market statistics.



Source: Saratoga – Human Capital Benchmarking, 2007

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Survey participation details

If you are interested to participate in this survey, please send a confirmation email to saratoga.romania@ro.pwc.com and our project team will contact you.

Survey timelines

- | | |
|-----------------|-------------------------------|
| • February 2008 | confirmation deadline |
| • May 2008 | human capital data collection |
| • July 2008 | report release |

Confidentiality of information

The data collected during the survey will be treated as strictly confidential. Security measures include: coding data, limiting the number of consultants working on the project and presenting only summary findings in the final report.

PwC internal approval process

Please note: If you are a PwC audit client or an affiliate of a PwC audit client, there are internal approval procedures that we are obliged to undertake, before we perform services on your behalf, to ensure that we do not impair auditor independence.

We wait for your comments and questions and invite you to further discuss this project details.