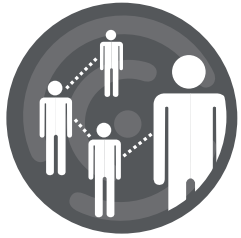


# Optimizing Value across the Workforce Lifecycle



## Recruiting

What skills do I need?  
What programs work best?  
How do I attract top talent?  
Is my brand competitive?

START

## Training & Development

How do I evolve my workforce?  
Are my training programs effective?  
Where can my leaders improve?



**40%**  
of total revenue is  
spent on payroll

(source: Bersin by Deloitte)

**3/4**  
of nation's wealth  
is in the form of  
human capital

(source: New York Times,  
Resume E.R.A., Jan 2014)

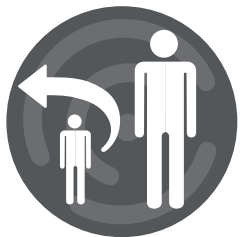
## Succession & Workforce Planning

Do I have the right leaders in place?  
What should my workforce look like  
in 1, 5, 10 years?  
How are my leadership needs evolving?



## Knowledge Sharing

How do I promote knowledge sharing?  
What organization structure best enables  
collaboration?  
Where are we achieving the most  
productivity and innovation?



## Talent Retention & Turnover

Where do I have retention issues?  
Why are my people leaving?  
How do I keep my best people?  
Should I defer or expedite retirements?

## Performance & Compensation

Are my employees meeting  
performance expectations?  
Where do I need to improve performance?  
Am I incentivizing performance?



# Leveraging Workforce Intelligence to Gain Critical Insights



## Recruiting

Skills gaps by job role  
Hires by source  
Performance of new hires  
Employee referrals

START



## Training & Development

Formal versus informal learning  
5 levels of evaluation  
Time to competency  
360 assessment results

**63%**  
of employees  
are disengaged

(source: Gallup 2013)



## Succession & Workforce Planning

Ratio of leaders to staff  
Attrition by leader  
Headcount by unit and roles  
Product and service projections  
Pending retirements



## Knowledge Sharing

Team building investments  
Participation in collaboration  
Mentoring and shadowing programs  
Ideas generated vs. implemented

**54%**  
employers say talent  
shortage impacts  
client-facing activities

(source: Manpower Talent Survey 2013)



## Talent Retention & Turnover

Terminations vs. resignations  
Engagement and exit surveys  
Mobility and growth opportunities  
Age of workforce vs. vacancies



## Performance & Compensation

Employee performance ratings  
Revenue/profit per FTE  
Industry benchmarks  
Rewards and recognitions



workforce  
analytics



strategy  
mapping



social  
engagement



collective  
listening