

### ➔ **How can we ensure that the benchmarking exercise will add value?**

Saratoga endeavour to ensure that your measurement and benchmarking activity will produce demonstrable results. We avoid the collection/production of data that merely produces interesting but unusable results by designing the process around real organisational, strategic and Human Capital issues. It must also be recognised that measurement and benchmarking is an iterative discipline and must not be treated as a 'one-off' exercise – the value to be gained is greatly increased over a period of time, developing your own portfolio of Metrics, trends, target setting and the identification and prioritisation of actions. We do however advise clients new to the process, to begin simply and expand the exercise as the organisation becomes increasingly literate in data collection and Human Capital measurement. (Please refer to page 8 for a discussion of Metrics Selection)

### ➔ **What input is required from us?**

It is your responsibility to extract data in accordance with our definitions. Since this often requires sourcing data from multiple sources e.g. your HRIS system, Finance and functional disciplines, we recommend that you assign a person to coordinate this internal activity, set timescales and liaise with your designated Saratoga Account Manager who will provide support and guidance.

### ➔ **How do we ensure we are collecting relevant data for benchmarking purposes?**

The data and Metrics constituting the HR Index™ database is collected in accordance with the definitions contained in this Documentation to ensure like-for-like comparison. Your Introductory/Data Review Workshop with your Account Manager will focus on these definitions and the alignment of your organisation's data with them. As far as possible, we will make efforts to maximise the use of your available data.

### ➔ **How can you offer us suitable comparator organisations?**

The HR Index™ is an extensive Human Capital database, built over a number of years through our client work, special interest groups and sponsored studies. We are able to offer a wide choice of benchmarking organisations across Europe. It is central to our methodology that we agree with you the extent of and relevance of your comparator group(s), typically by defining a list of 'criteria' by which other organisations are considered as candidates for your report (see page 11)

### ➔ **How long does the process take?**

A typical membership cycle will follow a well-defined process, as outlined on page 2. From the introductory on-site workshop focussing on Metrics selection, definitions and sample criteria, through to the report production and subsequent on-site feedback the process usually runs over a over 2-3 month period. However, this is **highly dependent** on the period taken for Phase 2 (Data Collection), itself a function of the scope of the exercise and the ease of data extraction within your organisation.

### ➔ **Can Saratoga introduce us to other member organisations?**

We aim to offer the maximum potential for networking opportunities to share experience and best practice. On a formal basis, this is via our annual Conference, within special interest networks (e.g. Talent Network, HR Shared Services Network), industry-specific benchmarking groups, and as part of tailored research studies and sponsored projects. We are also happy to initiate informal third-party introductions between organisations as requested.

➤ **How can Saratoga help us on best practice?**

Our team includes specialists in all areas of Human Capital measurement, many with an HR practitioner background. Our expertise is cross-sectoral and pan-European, a knowledge base from which we are fully able to share our experiences with participating organisations. In addition, the identification and sharing of *best practice* also includes (i) facilitation of networking opportunities between organisations (ii) the presentation of case studies at our network events (iii) via the utilisation of our Best Practice questionnaire identifying the extent to which six defined practices are evident in your organisation.

➤ **What can benchmarking tell us about effectiveness and efficiency of HR in our organisation?**

The quantitative Metric measures used by Saratoga provide basic information linked to the delivery of HR process in the organisation e.g. Resourcing, Learning & Development. Critically, any review of HR itself must also include qualitative measures, either from the utilisation of Saratoga's qualitative tools, or by aligning the Metrics work with existing qualitative materials within your organisation. The combination and alignment of hard, objective facts with internal 'customer' perceptions and their views on service delivery provide a rounded and robust view of HR effectiveness and efficiency in relation to business needs.

➤ **Can Saratoga assist us in defining and implementing next steps arising from our report?**

Our goal is for you to gain the maximum benefit from your measurement and benchmarking activity. The Scorecard analysis and written Commentary constitutes a valuable diagnostic tool, providing a basis for guiding improvement initiatives, but our philosophy does not stop at the interpretation of the data. Your report will identify potential issues, areas for further investigation and possible next steps; Saratoga is experienced in applying knowledge and expertise to help turn your benchmarking results into deliverable actions.