

• Performance • Compliance • Performance • Compliance
Analysis • Evaluation • Assessment • Investigation • Insig
Organisation • HR Function • Organisation • HR Function
Innovative • Unique • Groundbreaking • Challenging • Tho

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• Mining • Media • Transport • Construction • Telecomms
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Quick reference guide



ADVISORY ▪ AUDIT ▪ ASSURANCE ▪ ANALYTICS



"From a client perspective the question isn't why, it's why not?"

HR value proposition Shared services Outsourcing HR capability

HR strategy Health & safety Performance management

Resourcing Workforce intelligence HR architecture HRIS & measurement

HR procurement Employee relations Business partner

Talent management HR systems Payroll HR Governance

Centres of excellence

Reward & benefits Organisation design



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‘The VB-HR™ Rating Evaluator is, without doubt, the most sophisticated programme for assessing and improving human capital management practice available.

Aside from its truly innovative reporting solution, its portfolio of derivative tools provides detailed insight into people management practice and organisation performance.’

Despite many advances, organisations, have struggled to assess the performance of human capital management practice to a quantifiable degree that provides reliable insight and benchmarks.

There is increasing awareness and respect for the impact that employee engagement contributes to both organisational productivity and performance, from both output- and cost-based perspectives.

There is thus a growing need for intelligence, what we term workforce intelligence, that provides insightful data for organisations to evaluate and act upon with a degree of reliability.

Accordingly, we have intentionally designed the VB-HR™ Evaluator and associated portfolio to be applicable to both public and private sector organisations. We recognise that people management is a complex area and the Evaluator has taken several years of fully fledged research and design. In fact it has created a new discipline, what we have termed ‘People Science®’.

The VB-HR™ model builds up a composite picture of organisation performance through a human capital lens. This includes an assessment of employee engagement, organisation engagement, and strategic human capital management drivers. Organisation engagement is a term we use to ascribe the core operating strategies and activities of everyday people management. These are:

- Diversity
- Employee centricity
- Employer brand
- HR governance
- HR operational excellence
- Leadership
- Organisation communications
- Organisation climate
- Organisation design
- Performance orientation
- Resourcing
- Retention
- Reward
- Talent management
- Training & Development

We are one of the very few companies that provide workable definitions of both human capital management and employee engagement, i.e.

“Human capital management is the term which is used to describe an organisation’s multi-disciplined approach to optimising the capabilities and performance of its management and employees.”

“Employee engagement is an outcome-based concept. It is the term used to describe the degree to which employees can be ascribed as ‘aligned’ and ‘committed’ to an organisation such that they are at their most productive.”

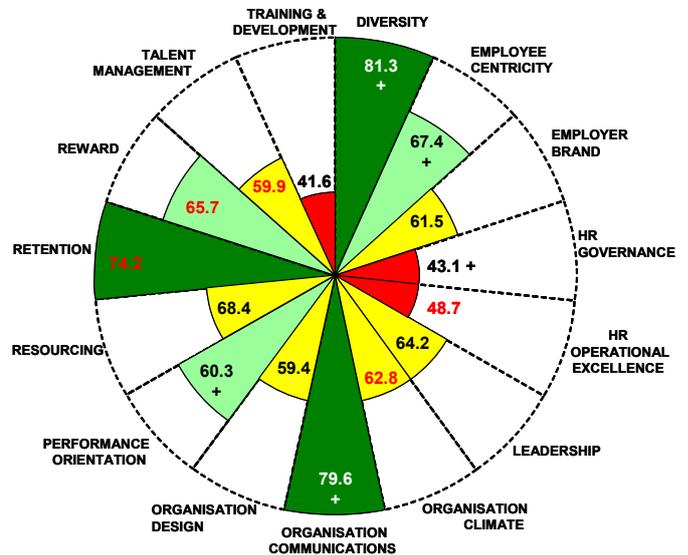
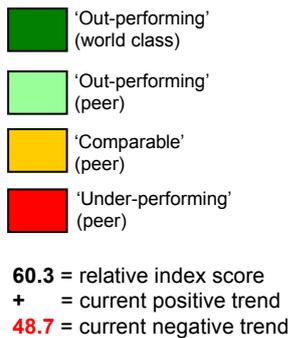


The VB-HR™ Evaluator combines qualitative and quantitative data, the so-called ‘mixed methods approach’, which is gaining increasing acknowledgement of its inherent advantage over traditional single perspective approaches.

Thus, a new level of data relating to organisational dynamics and performance from the people perspective provides a far more insightful and detailed assessment as a subsequent basis for action or acknowledgement.

Below for example is a common output showing the comparative performance of the Organisation engagement indicators, mentioned to previously, and what is referred to as the OE ‘Radar’ or ‘clock’.

‘VB-HR™’ scorecard ‘clock’ illustration (performance radar)

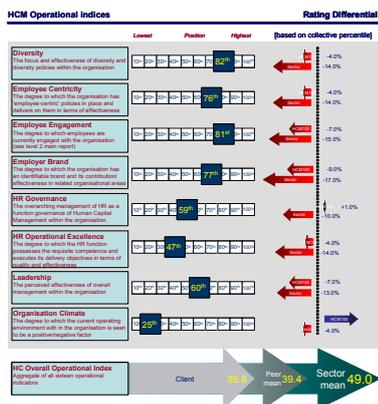


[Note] Definitions of each OEI are not provided here.

Through our previous work with both public and private sector clients, we are able to provide comparative performance insight and best practice features, enhanced by our VB-HR™ database that contains over 250 large public and private sector organisations. Given the richness of data we are able to provide greater insight into the current organisation dynamics and provide advisory on how to improve aspects of organisation performance linking with performance measures.

Thus the outputs of the process can be used in a variety of ways (see left), whether it is for measurement, benchmarking, evaluation, reporting, organisational actioning or learning or as a precursor for more detailed modelling analytics specific to the organisation. They exist alongside the more strategic measures and baseline metrics which exist in the VB-HR™ portfolio.

Organisations are also able to combine several of these indices into further ‘clustered’ indices such as, for example ‘employer of choice’. The ability to combine qualitative and quantitative data at this level and to provide further detailed assessment gives HR functions and their organisations unrivalled business intelligence when it comes to human capital management interventions.



Employee engagement



Human capital is a key ingredient of organisational success. As such, it should be a priority for organisations to measure the degree to which their employees are both aligned with the organisation’s objectives and committed to achieving them.

Whilst the use of employee surveys is not new within industry, an increasing number of organisations are moving away from traditional employee ‘satisfaction’ or ‘attitude surveys’ and utilising the more powerful construct of employee ‘engagement’, recognising its enhanced linkage towards outcomes such as productivity and performance.

Organisations seeking to maximise employee engagement run the risk of having to trade off overall outcomes (e.g. in terms of performance or productivity) against the requirements or preferences of employees, which can run counter to organisational aims or lead to potential questions around equitable treatment.

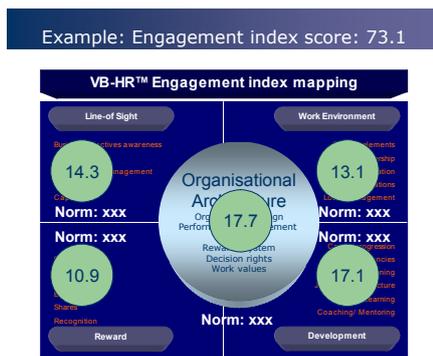
Even though measures of satisfaction and commitment do provide insight into aspects of employee opinion, we argue that leading-edge survey design aims to measure a more practical construct: employee engagement. At level 1, we define this as possessing two components: **Alignment** and **Commitment**.



Our standard framework expands the concept of engagement into five key domains: Line-of-sight, Work environment, Development, Reward and Organisation architecture, which include all the key elements of employee engagement. The framework enables the use of external benchmarking as we have designed core standard templates (20Q, 30Q, 40Q and 50Q up to 120Q) for this particular purpose. Further question sets can be added for any particular customised.

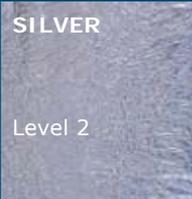
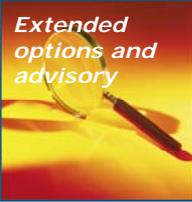
The unique design of the VaLUENTiS engagement standard framework enables transition in that re-cutting of previous data can be mapped against the framework to provide consistency of benchmarking. The VaLUENTiS Engagement QS database includes over 500 Question-statements that have been used in previous survey construction. Our research on the subject of engagement and performance spanned 40 years and some 1,500 research papers.

The example diagram to the right shows a relatively high overall engagement score but with relative weakness in the areas of Reward and Work Environment. Our database contains normative scores across sector levels which represent over 3 million employees.



The Evaluator process: Step-level options

As the VB-HR™ Evaluator has a wide range of unrivalled applications, we provide three distinct ‘levels’ of evaluation which provides a flexible stepped process for added depth of assessment and routemap detail. The 3 levels utilise the same VB-HR™ instrument and templates, but differ in the nature of the output and benefits they provide which are briefly summarised below. [It is also possible to upgrade between levels, e.g. from Level 1 to Level 2 without duplicated effort.]

Evaluation level	Who participates	Outputs	Benefits
 <p>BRONZE - (Lite) Level 1</p>	<p>HCM Evaluator survey</p> <ul style="list-style-type: none"> •Employees •Managers •HR personnel <p>...plus baseline HC metrics and demographic data</p>	<ol style="list-style-type: none"> 1.Initial knowledge session 2.Employee engagement assessment (inc. recut of existing survey data) 3.Organisation engagement (15OE) assessment ('RADAR') 4.Best practice recommendations (lite) 5.Feedback/review session 	<ul style="list-style-type: none"> - Provides robust and quantitative insight of employee and organisation engagement - Briefing on summary improvement actions - Potential for further people management insight and actioning
 <p>SILVER Level 2</p>	<p>HCM Evaluator survey</p> <ul style="list-style-type: none"> •Employees •Managers •HR personnel <p>...plus baseline HC metrics, demographic and HR spend data</p>	<ol style="list-style-type: none"> 1.Initial knowledge session 2.Employee engagement assessment (inc. recut of existing survey data) 3.Organisation engagement (15OE) assessment 4.Strategic HCM value driver analysis and assessment 5.Line/HR view congruency 6.HR spend analysis 7.Production of HC operating statements 8.Best practice recommendations & routemap (80-page technical report) 9.Feedback/review session and presentation 	<ul style="list-style-type: none"> - Provides robust and quantitative insight of employee and organisation engagement - Detailed commentary on strengths, areas for enhancement and corresponding improvement actions ('in loco' HR strategy) - Detailed insight of HC related operating performance - Comparative benchmarks to assess performance and progress - Knowledge share
 <p>GOLD Level 3</p>	<p>HCM Evaluator survey</p> <ul style="list-style-type: none"> •Employees •Managers •Personnel <p>...plus baseline HC metrics, demographic, HR spend & functional activity and organisation performance data</p>	<ol style="list-style-type: none"> 1.Initial knowledge session 2.Employee engagement assessment (inc. recut of existing survey data) 3.Organisation engagement (15OE) assessment 4.Strategic HCM value driver analysis and assessment 5.Line/HR view congruency 6.HR spend analysis 7.Production of HC operating statements 8.Full implementation routemap with detailed actions) 9.Feedback/review session 	<ul style="list-style-type: none"> - Provides robust and quantitative insight of employee and organisation engagement - Detailed commentary on strengths, areas for enhancement - Fully comprehensive implementation routemap with detailed actions - HR function 'profile' assessment - Detailed insight of HC related operating performance - Comparative benchmarks to assess performance and progress - Knowledge share
 <p><i>Extended options and advisory</i></p>	<p><i>As required</i></p>	<p><i>- Bespoke additional services, analyses and reports to fit client context and requirements</i></p>	<p><i>Provides extensive client solution coverage</i></p>



Sectors of industry contained in the VB-HR™ database

The Standard can provide a breakdown for comparative purposes when organisations undertake an assessment. Sectors already benchmarked include:

Comparative
(kəm'pærətɪv) *adj* denoting or involving comparison; judged by comparison

World-class
(wɜ:l'd-kla:s) *adj* of or denoting a person that puts him or her in the highest class in the world; of or denoting an organisation whose performance or capability is deemed as the highest class in the world

Benchmark
('bentʃ,mɑ:k) *n* a criterion by which to measure something; standard; reference point; of recognised authority, competence or excellence; *vb* to measure or test against a benchmark

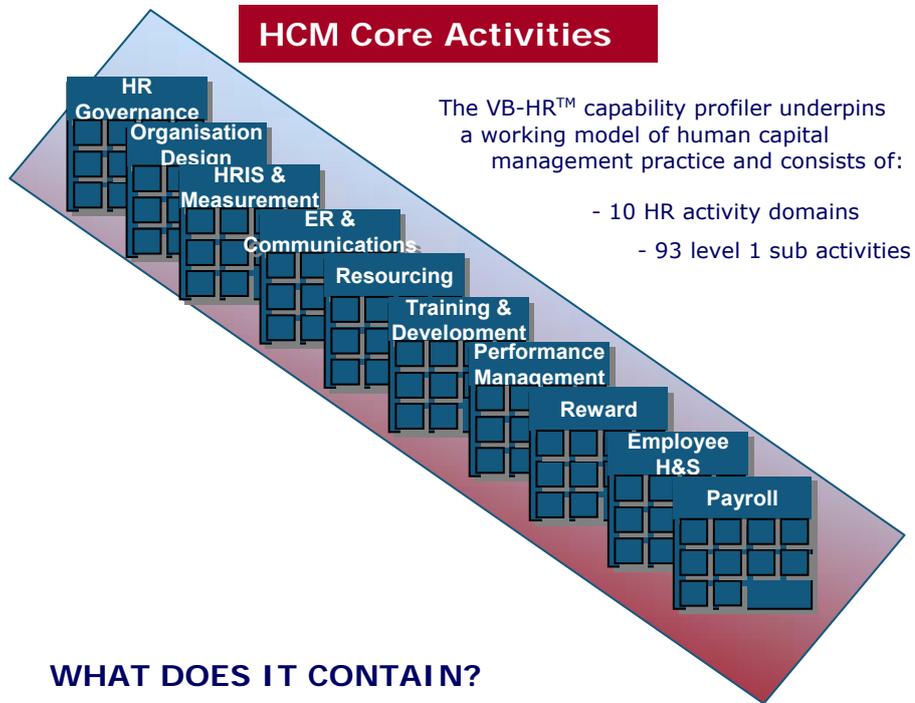
Private

- Biotechnology
- Business services
- Chemicals
- Construction
- Distribution
- Food Production
- Financial services
 - Insurance
 - Investment banking
 - Retail banking
 - Other
- FMCG
- Leisure
- Manufacturing/Mining
- Oil & Gas
- Pharmaceutical
- Professional service firms
- Retail
- Telecommunications
- Utilities

Public

- Government
 - Agency
 - Central
 - Local
- Health
- Higher Education
- Police

Comparator
(kəm'pærətə) *n* any instrument to measure a property of a system by comparing it with a standard system



WHAT DOES IT CONTAIN?

The VB-HR™ capability profiler identifies 10 discrete areas of HR functional activity that act as inputs to managing human capital within an organisation.

A total of 93 sub-activities provides a 'live' model of human capital management across an organisation.

Each of these 'activity domains' contains detailed sub-activities at level 1 analysis (e.g. 'HR policy' is a sub-activity of the HR Governance overall domain). Level 2 detail is required where further analysis is undertaken.

A number of clients have applied this 'activity blueprint' to model their HR service delivery, by clarifying the various HR/HCM roles, hand-offs, and responsibilities particularly where structures involving HR shared services, centres of excellence, and business partners exist.



The Company

VaLUENTiS is a leading professional services firm in the field of business intelligence and analytics with special applications in human capital management. Its global headquarters are based in Berkeley Square, London. The firm specialises in providing clients with solutions to enhance enterprise performance, focusing on four core disciplines: human capital measurement, human capital management analytics, organisation effectiveness & measurement, and HR functional ROI.

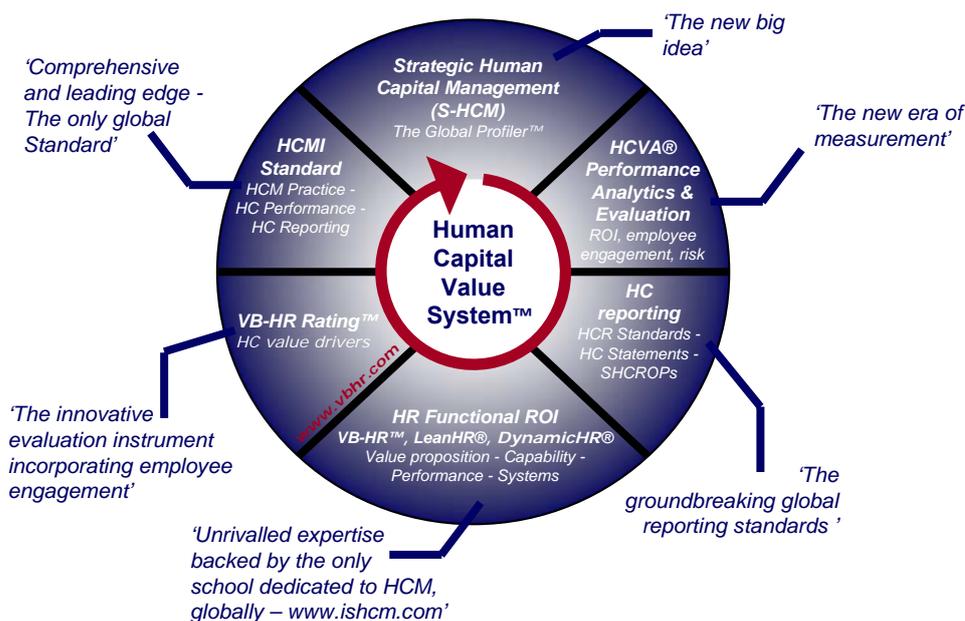


Why we are different

At VaLUENTiS we are committed to delivering effective human capital solutions based on deep expertise and extensive market-driven research, which ensures that our advice is based on fact, not just conventional wisdom.

VaLUENTiS practitioners are skilled across a range of disciplines that include business performance, organisational architecture, human capital management and measurement, HR strategy financial economics, six sigma and supply chain management.

VaLUENTiS, being a professional services firm, ensures that all of its practitioners undergo continual CPD to supplement their client project experience and research.



Human Capital Corporate solutions



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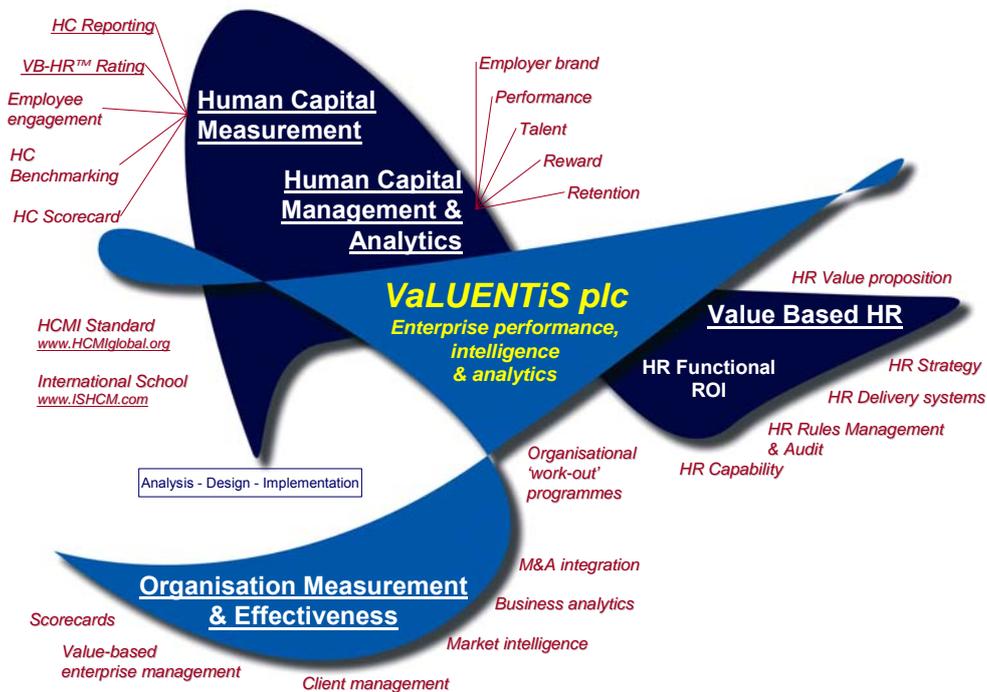
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¹includes our global network alliance