

*Find out how the Workscape **Talent Management Suite** can help you attract, reward and retain top performers to optimize your compensation spend, achieve new levels of performance, and drive better bottom-line results.*

***Click below to learn more.***

- **Corporate Brochure**
- **Talent Management Suite Brochure**
- **Compensation Planner – Focal Data Sheet**
- **Compensation Planner – Off-Cycle Data Sheet**
- **ERP Integration Data Sheet**
- **Performance Manager Data Sheet**
- **Swift Transportation Case Study**
- **Raytheon Case Study**
- **Global Technology Provider Case Study**

workscape®



Where success starts  
with the employee.



*“After we implemented Workscape’s Compensation Planner, we asked our 2,000+ managers to provide us with feedback on the new compensation process. The overwhelming response from the managers who responded was that Compensation Planner is a very intuitive application that facilitates better decision making and a strengthened pay-for-performance environment.”*

JON FLISS, DIRECTOR,  
EXECUTIVE REWARDS,  
**TEXTRON**

## Putting People First

It all began in 1999 with a simple idea: start a company that builds Web-based human resource (HR) applications that people will actually use. The idea caught on quickly. We developed software. We signed on customers who shared our vision. And we got better and better at building powerful, intuitive HR solutions that deliver exceptionally high user adoption rates. Today, Workscape continues its mission to help customers drive lower costs and higher workforce performance by transforming the way vital HR services are created, delivered, and adopted in large and mid-sized enterprises. How do we do it? By putting people first.

At Workscape, we’ve long recognized that talent management and benefits administration — two critical HR functions — are tightly connected at a strategic level. They are both vital to the long-term success and competitiveness of a company. They both have a significant impact on the bottom line. And they both feature the employee at the center of the process.

With a solid decade of experience and expertise in the HR software domain, Workscape is uniquely capable of addressing customers’ talent management and outsourced benefits administration needs via a single, integrated technology platform. Our solutions engage employees in a dynamic, highly interactive Web experience that helps companies to:

- lower healthcare benefit costs
- reduce compensation budget overspend
- improve compensation oversight and control
- drive corporate goals through pay-for-performance

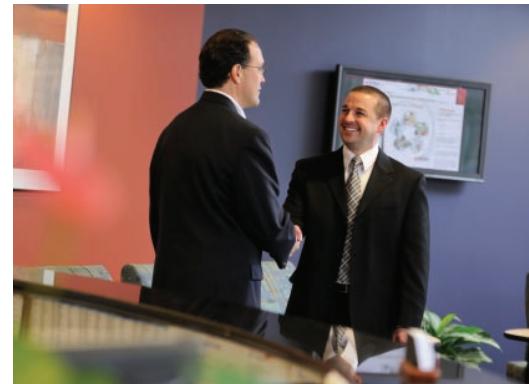
The result? Companies gain better control over two of their largest personnel-related cost centers — healthcare benefits and compensation budgets — in a way that genuinely enhances employee engagement.

## Making Client Satisfaction Priority One

At Workscape, we recognize that our success depends on the success of our clients. That's why client satisfaction drives everything we do. Our rigorous and selective hiring practices. Our relentless focus on teamwork, agility, and responsiveness. Our willingness to embrace challenge and hard work. And our commitment to continuous innovation.

Client satisfaction is part of the Workscape DNA. Our employee bonus plans are tied directly to client satisfaction scores. Our call center representatives are compensated based on problem resolution — not call volume. And our solutions are developed from the perspective of solving real client problems. To make this happen, we collaborate closely with our clients — through advisory boards, focus groups, client surveys, and ongoing relationship building — and continually incorporate the voice of the customer into every solution and service we offer. And because our own employees use Workscape solutions for benefits administration, compensation planning, and performance management, we get continuous real-time feedback from end users about what works well and what could be improved.

*Workscape's award-winning solutions have been embraced by over three million employees in more than 180 countries across the globe.*



*“Benefits administration is an extremely important yet time-intensive process. By outsourcing to Workscape, we’re able to provide our employees with enhanced services while keeping our focus on strategic corporate initiatives.”*

GREGORY JACKMAN, MANAGER,  
SECURITY, BENEFITS, HEALTH,  
PRIVACY PROTECTION,  
BMW MANUFACTURING CO.



## SOCIAL RESPONSIBILITY IN ACTION

*At Workscape, we take social responsibility seriously. In 2008, Workscape kicked off a one-of-a-kind "Workscape Gives Back" road trip from its headquarters in Marlborough, Massachusetts. At the kickoff event, we donated \$1,000 and non-perishable food items to two area food pantries and made a contribution to WARM2Kids.*

*Covering ten cities in two weeks and donating \$15,000 to food banks whose buying power multiplied that sum fivefold for those in need, Workscape employees drove an environmentally responsible Saturn VUE® Hybrid to customer locations to make monetary and food donations to local food pantries.*

*The tour ended in Chicago, Illinois, at the 11th Annual HR Technology Conference and Exhibition, where a lucky attendee won the Workscape drawing for a brand-new Saturn VUE® Hybrid.*

## Giving Back to the Community

Even after a decade of steady growth and profitability, Workscape doesn't take success for granted. Our employees come to work each day ready to give their very best to everything they do. This includes taking time to give back to our communities and those of our clients in order to share our success with those who need it most. Workscape is actively involved in both corporate giving and fundraising activities for various national and local charitable organizations including:

- The Massachusetts Affiliate of Susan G. Komen for the Cure Foundation
- American Cancer Society
- WARM2Kids (We're All Role Models)

As part of our participation in WARM2Kids, Workscape sponsors "The Workscape, Inc. Learning Center" at the Westborough, Massachusetts, branch of the YMCA — just a few miles away from our corporate headquarters. This state-of-the-art learning center, where Workscape employees volunteer on a regular basis, provides an opportunity for the company to help put local youth on the path to success.

Over the past two years, Workscape has donated more than \$20,000 to charities of our clients' choice through our Customer Rewards Program. This initiative provides an opportunity for Workscape to thank customers for their valued business while supporting worthy causes and assisting those in need.

Whether we're developing user-friendly solutions, helping customers optimize their talent management and benefits administration processes, or giving back to the communities where we work and live, Workscape is devoted to achieving success the right way: by putting people first.

## A History of Innovation

Over the past decade when the software industry has seen so many companies come and go, Workscape has continued to grow and thrive. What's behind our staying power? An unwavering commitment to innovation. Never resting on our laurels, Workscape is driven to continually improve our software, services, and delivery methods to ensure our solutions deliver exceptional results. Our impressive track record of financial stability, growth, and profitability proves that this approach is working, making Workscape a safe choice in today's uncertain business world.

We experienced success right out of the gate, achieving #1 Market Share in Employee Self-Service in 1999 according to a Hunter Group Industry Study. Since then we have continued to stay ahead of the curve, expanding and enhancing our best-of-breed talent management and outsourced benefits administration solutions to consistently meet or exceed client expectations.

Along the way, we've made strategic acquisitions and formed key partnerships to extend our capabilities and enrich our offerings. We acquired an established call center operation to provide customers with 24x7 HR phone support. We opened international data centers to better serve customers across the globe. We established a partnership with WebMD™ to offer an integrated wellness program that promotes personal health management. And the list goes on.

But don't just take our word for it. Look at the clients who trust their talent management and outsourced benefits administration to Workscape. They include blue-chip companies like General Motors, Raytheon, Textron, Autodesk, FedEx Ground, and Tyco International. And listen to the industry experts who continue to recognize our technology, innovation, and growth. Workscape was a Human Resource Executive Top Ten HR Product Winner for three consecutive years; a Deloitte Technology Fast 50 winner; a Forbes B2B 'Best of the Web' winner; and a MITX 2006 Technology Award Finalist.

## INNOVATION TIMELINE

- 1999** Launched groundbreaking on-demand solutions for benefits, compensation, and employee self-service
- 2001** Introduced world's largest employee portal for General Motors
- 2002** Won DCI's "Portal Excellence" Award and Delphi Group's "Best Practices" Award
- 2003** Listed in Business 2.0's "Essential Business Software Tool Kit"
- 2004** Deployed world's largest global compensation planning system for IBM
  - Opened international data centers
- 2005** Rebuilt application platform using Web 2.0 architecture
  - Introduced state-of-the-art, integrated, and patented decision support tools
  - Adopted AGILE development methodology
- 2006** Formed partnership with WebMD to offer integrated wellness program
  - Opened new 24x7 phone-based HR Service Center in Boise, Idaho
- 2007** Launched mid-market performance management and compensation planning solutions
- 2008** Introduced OBA Enterprise platform and solutions for ERP integration and technology, supporting compensation transactions year-round



*“As a result of a combination of process efficiencies and improvements — time and money — we’re spending our promotion dollars more wisely than ever before, resulting in significant savings to the company and doubling our return on investment.”*

LAVAWN MCCULLOUGH,  
DIRECTOR HRIS AND  
COMPENSATION,  
**SWIFT TRANSPORTATION**

## An Employee-Centric Approach

At Workscape, we understand that reducing HR costs and driving higher performance are the job of each and every employee. That’s why Workscape’s integrated talent management and outsourced benefits administration solutions are designed to empower employees to make better healthcare choices and enable managers to make better compensation planning decisions. As a result, our customers are able to reduce healthcare costs, better control compensation budgets, and more tightly align employee activities with corporate goals. We call our approach Employee-Centric HR. Customers call it the best way to engage the entire organization in improving the business.

## It Starts with the User Experience

An HR application can provide a strategic advantage only if employees and managers actually use it. That’s why Workscape’s employee-centric approach starts with understanding the end users’ challenge. By approaching solution development from the user’s perspective, we have been able to build an intuitive and highly interactive Web application experience that boosts employee participation and engagement, thereby helping our clients to achieve their strategic and tactical business and HR objectives.

All Workscape solutions feature an Adobe® Flex®-based interface with integrated employee profiles that guides users step-by-step through HR processes — enrolling in benefits programs, creating compensation plans, defining and aligning goals, mapping out career paths, or completing performance reviews. The employee profile — which enables ongoing management of health, compensation, performance, and career path status — drives all talent management and benefits administration processes with the most up-to-date information. And at any point in a given HR process, users can access dynamic decision-support tools to take the guesswork out of benefits selection, compensation planning, performance management, and succession planning.

## Superior Technology Is Just the Beginning

Workscape's holistic approach to talent management and outsourced benefits administration extends beyond our robust software tools and applications. We enrich the overall user experience with a complete array of services to educate and support employees and managers as they work to reduce HR costs and drive higher performance across the enterprise. These services include:

- **Dedicated client portfolio teams** that include the best mix of Workscape domain experts to manage customer accounts for high satisfaction and optimal results. These teams work in close collaboration with customers to understand their challenges, address their concerns, and keep their Workscape solutions operating at peak performance — even as their needs evolve over time.
- **A full-service employee communications practice** that designs and executes branded communications programs that deliver the right message to the right employees at the right time via the right channels. These comprehensive, customized communications programs help employees and managers understand their choices, make more informed decisions, and get the most from their Workscape solutions.
- **A 24x7 onshore HR Service Center** that gives employees round-the-clock access to accurate, consistent information about benefits-related events, transactions, and other HR issues over the phone. It combines state-of-the-art technology and service center best practices to provide complete, cost-effective resolution of employee inquiries, enabling HR to focus its efforts on more strategic initiatives.

## Solutions that Deliver Peace of Mind

Workscape's talent management and outsourced benefits administration solutions seamlessly integrate within any existing IT infrastructure — exchanging data between ERP, HRIS, internally developed, or third-party systems — to provide the benefits of open connectivity while meeting stringent IT requirements. Our open and scalable service-based architecture is delivered from hosting centers that have attained SAS70 Level II certification and support ISO 27002 security standards. As a result, customers enjoy peace of mind that their applications are always available and their employee data is always safe.



*“Implementing Compensation Planner was an opportunity for compensation to step up and provide something that was useful, time saving, and efficient for our managers.”*

JENNY MIDYAT,  
GLOBAL COMPENSATION MANAGER,  
BAKER HUGHES

## We Practice What We Preach

Workscape's employee-centric approach extends to the way we run our business and treat our employees. Recognizing that our employees are our greatest asset, we recruit people who offer exceptional domain knowledge and skills — and have the passion and drive to share their talents with colleagues and clients. We recognize and reward outstanding performance. We invest in developing employee competencies so our people can excel on the job and advance in their careers. We strive to keep our entrepreneurial spirit alive — even as we grow and mature as a company. And we foster a culture that is focused on continuous improvement.

*Workscape's employee-centric approach to building and running an organization is working:*

- *Our average employee tenure is more than four years; and*
- *33 percent of our employees have been with the company more than five years*

After all, finding and retaining great people — and building exceptional teams — is the best way to unleash creative talent, stimulate innovation, improve employee engagement, and achieve new levels of success.

## Discover the Workscape Difference

Workscape truly is a different kind of company. Unlike consulting firms or traditional software companies, Workscape offers a unique combination of deep HR expertise in talent management and health and welfare benefits, along with extensive technology experience in application usability, reliability, and performance. Plus, we have built a corporate culture and organizational framework that supports optimal flexibility and responsiveness — across software development, account management, customer support, and service delivery. Leveraging these strengths, Workscape's comprehensive, innovative solutions enable customers to:

- Attract, reward, and retain top-caliber talent
- Align employee initiatives with corporate strategy for higher performance
- Better manage healthcare costs and optimize compensation spending

Workscape's talent management and outsourced benefits administration solutions share a common Web-based platform, readily integrate with existing IT investments, and are scalable and configurable to accommodate customers' growth and ever-changing business requirements. It's no wonder they're used by over 3,000,000 employees in more than 180 countries at companies ranging in size from thousands to hundreds of thousands of employees.



Discover the Workscape difference today. Call 888.605.9620 or visit [www.workscape.com](http://www.workscape.com).

**Workscape**  
123 Felton Street  
Marlborough, MA 01752

Phone: 508.573.9000  
Toll-Free: 888.605.9620  
Fax: 508.573.9500

[info@workscape.com](mailto:info@workscape.com)  
[www.workscape.com](http://www.workscape.com)

**workscape**<sup>®</sup>



## Workscape Talent Management Suite



## Attract, Reward, and Retain Top Performers ... without Overspending Your Budget

Intense margin pressure. Tight budgets. Competition to attract and retain top talent. Unprecedented scrutiny of corporate compensation. As today's enterprises face these and other challenges, HR organizations are playing an even greater role in reducing costs and increasing the bottom line. Workscape can help with proven Web-based software solutions that enable you to attract, reward, and retain top talent for achieving higher workforce performance while better controlling your compensation spend.

*“After we implemented Workscape’s Compensation Planner, we asked our 2,000+ managers to provide us with feedback on the new compensation process. The overwhelming response from the managers who responded was that Compensation Planner is a very intuitive application that facilitates better decision making and a strengthened pay-for-performance environment.”*

JON FLISS, DIRECTOR,  
EXECUTIVE REWARDS,  
TEXTRON

At Workscape, we understand that optimizing compensation costs and corporate performance is the responsibility of each and every employee. That's why we offer a comprehensive Talent Management Suite that aligns employee activities with corporate goals, enables true pay-for-performance, and helps to keep future leaders within the organization. Our employee-centric approach to talent management engages all members of the workforce in an interactive, year-round process that drives top-notch performance and bottom-line results.

Workscape's integrated Talent Management Suite, which includes Compensation Planner™, Performance Manager™, Succession Planner™, SmartSync™, and GroupManager™, features an intuitive, highly interactive interface that delivers an easy-to-use, Web-based application experience for exceptionally high user adoption rates. Powerful application functionality enables better visibility into progress toward goals and compensation spend, and improved control over compensation spend versus budget. As a result, your organization is better able to:

- Attract, reward, and retain high-performing employees
- Optimize use of your compensation budget
- Focus all employees on activities that support corporate goals
- Ensure compliance with corporate guidelines

Whether you have thousands or hundreds of thousands of employees, Workscape's Talent Management Suite has solutions to meet your needs. What's more, a hosted SaaS model delivery model ensures fast, efficient implementation without taxing overburdened IT resources.

## Compensation Planner

Today, controlling compensation budgets is more important than ever before. After all, compensation typically represents the single largest expense for today's enterprises. Workscape's Compensation Planner – Focal and Compensation Planner – Off-Cycle applications enable managers and HR professionals to plan and track both focal planning and off-cycle compensation actions — even across different geographies and business units.

Compensation Planner – Focal and Compensation Planner – Off-Cycle give managers instant access to all relevant budget and allocation guidelines, historical award data, and dynamic decision-making tools. These solutions enable you to apply company-specific guidelines based on corporate and individual performance ratings to reward employees for progress toward goals. What's more, they provide immediate global visibility into the budget impact and status of compensation planning year-round to avoid budget overruns and hold managers accountable for compensating employees appropriately.

workscape | Workforce Planning & Compensation Planner

Corporate Plan - Direct reports for Oliveira, John

Planning 100% Done Pending Awaiting Approval Approved

Planning 100% Done Pending Awaiting Approval Approved

All awards in Employee Currency

Name	Annual Salary	Hire Date	Pay Rating	Pay Frequency	PLSA	Merit %	Merit And	Merit And Amt	Ltr
Bock, Vicki	\$71,041,600/H986	11/1/2004	MR	BW	N	2.54	2,400	2,400	
Farrel, Sue	60,800,000/H004	11/1/2004	MR	BW	E	2.54	0	1,614	
Hayes, Mike	11,625,690,100/H1004	11/1/2004	MR	BW	N	2.51	266,493	266,493	
Lincoln, Bruce	80,934,100/H1999	11/1/2004	MR	BW	N	0.00	0	0	

Employee details for Bock, Vicki

Total Comp Profile History

Basic Pay Awards

%	Proposed	Amount
Lump Sum		
Adjustments to Minutes		
Merit	2.54	2,400
Costs	3.79	3,712
Residual		

Basic Pay

Current	Increase	Proposed	
Annual Salary	\$7,041	8,178	103,218

Incentive Pay

Short Term Incentive

Totals Allocated in Planner Currency (CAD)

	Annual Salary	Adjusted to M.	Merit %	Merit And	Equity %	Equity And	Promotion %	Promotion And	New Annual Salary	Resar And	Adv Resar And	
Allocated	430,211	0	1.21	5,392	2.00	0/405	5.00	24,000	0	512,451	37,154	13,205
Available	0	(0.00)	(0)	(0)	0.10	401	5.00	24,000	0	21,135	(13,205)	





workscape | India - Feb 10, 2010 to Oct 1, 2009  
Back to Welcome | Off-Cycle Events

Help Logout  
Initiate My Budgets

Select Employee | Select Type of Change | Enter Details of Change | Review and Submit | Acknowledgement

Moilva, John | Amounts in Employee Currency

TYPE NAME TO FILTER EMPLOYEES

Name	Employee Local	Annual Salary	Hire Date	FT/PT	Pay Frequency	ELGA
Moilva, Paul	USD	334,800	05/15/1992	F	B/W	N
DeKok, John	CAD	537,812	05/15/1992	F	B/W	N
Fowler, Jim	USD	259,200	05/15/1992	F	B/W	E
Frank, John	USD	129,800	05/15/1992	P	B/W	E
Frankie, Michael	USD	129,800	05/15/1992	F	B/W	E
Germann, Gomez	CAD	537,812	05/15/1992	F	B/W	N
Gonzalez, Andres	JPY	44,810,280	05/15/1992	F	B/W	N
Perez, Esty	EUR	334,800	05/15/1992	F	B/W	N

Available Budgets

Merit	Bonus	Spot	Equity	Stock	Promotion	PerfStock
113,470	128,072	(5,000)	35,020	60,000	113,470	0

Go to Select Type of Change | Start Over

## Plan and Track Compensation Year-Round

In today's ever-changing business climate, you need to be ready to react to new strategies, shifting market conditions, and the latest competitor maneuvers. Compensation Planner – Off-Cycle lets you plan and track compensation changes as off-cycle adjustments and rewards are made throughout the year. Tight integration with ERP and HRIS systems enable you to continuously update HR data and recalculate compensation decisions on the fly. The result? 365 days of compensation flexibility.

## Pay for Performance

To implement a pay-for-performance program, you need a proven way to identify high-achieving employees and reward them appropriately. Because Workscape's Talent Management Suite solutions share a common, integrated platform, Compensation Planner – Focal can guide compensation decision making based on performance ratings captured by Performance Manager. As a result, compensation is tied directly to performance, motivating employees at all levels of the organization to do their best work.

## Better Control Compensation Budgets

Workscape's compensation planning solutions track compensation changes during focal planning and throughout the year, so you can better control your compensation spend. Compensation Planner – Focal takes into account salary increases and rewards associated with annual performance reviews, while Compensation Planner – Off-Cycle tracks ad hoc changes like market adjustments, promotion/job changes, spot bonuses, and short- and long-term incentives. These solutions even display company-specific guidelines and highlights exceptional award allocations to further control overruns.

## Prove Regulatory Compliance

Recent events have led to intense scrutiny of corporate compensation practices. As a result, companies must be prepared to demonstrate compensation equity and justify exceptional rewards. Workscape's compensation planning solutions provide standard reports that highlight performance distribution and adherence to budget guidelines. Powerful analytics provide HR, managers, and executives with strategic reporting in real time. Most important, all of these capabilities provide a full transaction audit trail for compliance purposes.

## Performance Manager

Relying on annual performance reviews alone just won't cut it anymore. To stay competitive, organizations need to continually assess individual and collective progress toward corporate goals. Workscape Performance Manager automates your performance management process — from goal planning to evaluations — and aligns individual goals with corporate objectives to keep the entire organization focused on strategic priorities. Performance Manager shares a common Web-based application platform with Workscape Compensation Planner and Workscape Succession Planner to enable integrated, end-to-end talent management that drives higher performance and increased retention.

With Performance Manager, managers are able to set and track cascading goals and corporate competencies, measure performance against targets, and tie performance back to compensation through tight integration with Workscape Compensation Planner. The solution's dynamic, intuitive interface features an easy-to-update employee profile that puts current goal status, competencies, work history, career path information, and more in a single, convenient location. Management dashboards with team and individual views provide at-a-glance insight into group and employee performance status. With Performance Manager, managers and employees are engaged in a year-round performance management process that keeps the entire organization on track to hit key targets.

The screenshot displays the Workscape Performance Manager interface for an employee named Fred DiSilva (ID: 3003, VP of HR). The top navigation bar shows a notification count of 5. The main dashboard includes sections for 'My Profile' and 'Manage My Team'. A key message states: 'Your 2008 Annual Performance Self-Evaluation is Due. Please complete your self-evaluation on or before 11/1/2008. Go to self-evaluation'. Below this is the 'My Goals' section, which includes a table for setting goals. The table has columns for Actions, Name, Weight, Importance, Obstacles, Progress, and Due Date. It lists three goals: 'Deliver projects X and Z to all 3 salesforces' (Weight 25, Importance High, Major Obstacle, 75% Progress, Due 12/17/2008), 'Open new Chicago Sales office' (Weight 40, Importance Med, Minor Obstacle, 0% Progress, Due 12/31/2008), and 'Document new Sales process' (Weight 35, Importance Med, None Obstacle, 50% Progress, Due 12/17/2008). The 'My Development Activities' section shows a timeline from 01/01/2008 to 12/31/2008. It lists 'Attend mentoring session' (Today, 50% complete) and 'Meeting Management Course' (100% complete). The 'My Competencies' section includes a 'Leadership' theme with a brief description: 'Leadership: Lorem ipsum dolor sit amet, consectetur adipiscing elit. Morbi lacus ligula, luctus sit amet, facilisis at, rutrum id, quam. Pellentesque non nunc.' and a link to 'View Leadership Themes'.



*“As a result of a combination of process efficiencies and improvements — time and money — we’re spending our promotion dollars more wisely than ever before, resulting in significant savings to the company and doubling our return on investment.”*

LAVAWN MCCULLOUGH,  
DIRECTOR HRIS AND COMPENSATION,  
SWIFT TRANSPORTATION

## Compress Performance Review Cycles

With Performance Manager, HR can easily create online appraisal forms that mirror the paper, Excel, or Word-based forms used today. Performance Manager jumpstarts evaluations by auto-populating forms with employee-specific goals and competencies defined through the year-round goal-setting process. Then it automatically routes evaluation forms according to pre-defined workflows. Automated reminders for pending or past-due actions keep the performance review process on track for higher on-time completion rates.

## Improve Review Quality

Performance Manager provides easy-to-use tools for setting and weighting SMART employee goals, targeted development activities, and required competencies. When goals are added to employee profiles, Performance Manager automatically includes those goals in individual performance plans based on dates. In addition, goal comments capture details year-round for more meaningful reviews.

## Stay Focused on Corporate Priorities

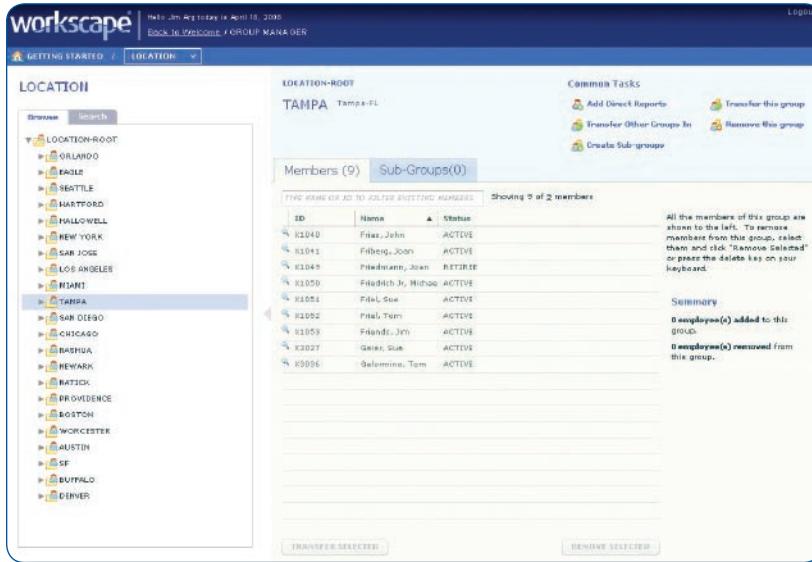
Now more than ever, corporate success depends on the contributions of each and every employee. Performance Manager makes it easy for employees to align individual goals with higher-level objectives. This way, employees at all levels of the organization understand how their work impacts corporate success. And managers can better guide all employees toward achieving strategic goals.

## Succession Planner

Personnel changes can create costly talent gaps that put you at a competitive disadvantage. Be prepared with Workscape Succession Planner. Tightly integrated with Compensation Planner and Performance Manager, Succession Planner enables you to build bench strength at all levels of the organization. It helps managers to identify potential flight risks and define succession plans — along with associated professional development requirements — for each employee position within their reporting hierarchy. At the same time, it empowers employees to better manage their professional advancement by defining personalized career paths that reflect their specific experience, skills, and interests.

## ERP Integration Suite

The Workscape ERP Integration Suite enables companies to integrate HR data stored in their ERP or other system of record with Workscape Talent Management Suite applications and then manage that data to effectively inform compensation, performance, and succession processes. The flexible ERP Integration Suite solutions — Workscape SmartSync™ and Workscape GroupManager™ — provide the power and functionality needed to integrate and manage a wide range of critical HR data, including employee, user, job, grade, salary range, group, reporting hierarchy, and eligibility information. With SmartSync, organizations can update HR data from a source system daily and apply all changes to ongoing talent management processes based on defined business rules. GroupManager's drag-and-drop interface enables fast, easy modification and management of groups and hierarchies to ensure that all Workscape applications use the most up-to-date HR information.



The screenshot shows the Workscape GroupManager interface. The top navigation bar includes 'Logout', 'Hello Jim Atkinson (4 April 18, 2008)', 'Back to Welcome', and 'GROUP MANAGER'. The main menu has 'GETTING STARTED' and 'LOCATION' dropdowns. The 'LOCATION' dropdown is open, showing a tree view of locations: LOCATION-ROOT, TAMPA (Tampa-FL), and various sub-locations like ORLANDO, EAGLE, SEATTLE, MALLOWELL, NEW YORK, SAN JOSE, LOS ANGELES, MIAMI, TAMPA, SAN DIEGO, CHICAGO, BOSTON, NEWARK, RUTGERS, PROVIDENCE, BOSTON, WORCESTER, AUSTIN, SF, and BUFFALO. The 'TAMPA' location is selected. The main content area shows the 'LOCATION-ROOT' section for TAMPA. It includes 'Common Tasks' buttons for 'Add Direct Reports', 'Transfer this group', 'Transfer Other Groups In', 'Remove this group', and 'Create Sub-groups'. Below this is a table titled 'Members (9) Sub-Groups(0)' showing 9 members: Fina, John (ACTIVE), Fiben, John (ACTIVE), Fieldman, Joan (RETIRE), Fieldth Jr, Michael (ACTIVE), Fidal, Sue (ACTIVE), Fial, Tom (ACTIVE), Fial, Tom (ACTIVE), Geller, Sue (ACTIVE), and Galimina, Tom (ACTIVE). A summary at the bottom right indicates 0 employees added to this group and 0 employees removed from this group. At the bottom are 'TRANSFER SELECTED' and 'REMOVE SELECTED' buttons.



*"Implementing Compensation Planner was an opportunity for the Compensation Team to step up and provide something that was useful, time saving, and efficient for our managers."*

JENNY MIDYAT,  
GLOBAL COMPENSATION MANAGER,  
BAKER HUGHES



## Why Workscape?

Unlike consulting firms or traditional software companies, Workscape offers a unique combination of deep HR expertise in talent management and health and welfare benefits, along with extensive experience in developing employee-centric applications that are usable, reliable, and perform flawlessly. These strengths are reflected in comprehensive, proven solutions that help you:

- Attract, reward, and retain top-caliber talent
- Align employee initiatives with corporate strategy for higher performance
- Better manage healthcare costs and optimize compensation spending

Workscape solutions are used by over 3,000,000 employees in more than 180 countries across the globe at companies ranging in size from hundreds to hundreds of thousands of employees. They share a common Web-based platform, readily integrate with existing IT investments, and are scalable and configurable to meet even the most stringent IT requirements.

Find out how the Workscape Talent Management Suite can help you attract, reward, and retain top performers to optimize your compensation spend, achieve new levels of performance, and drive better bottom-line results.

**workscape**<sup>®</sup>

**Workscape**  
123 Felton Street  
Marlborough, MA 01752

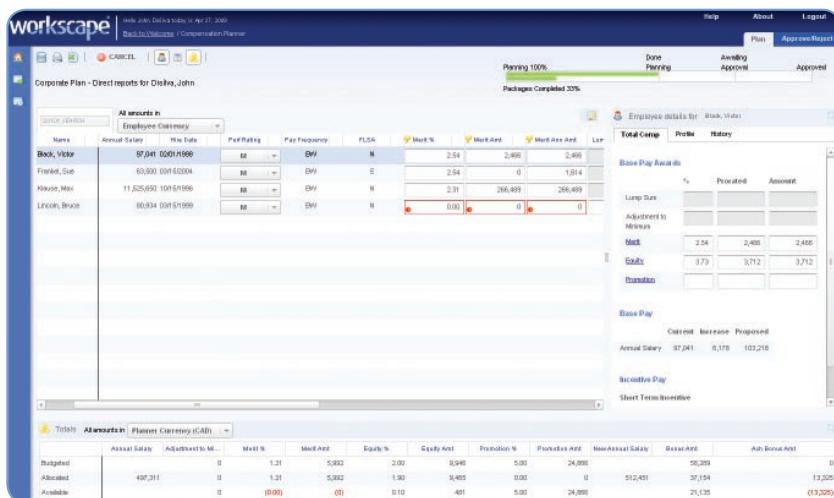
Phone: 508.573.9000  
Toll-Free: 888.605.9620  
Fax: 508.573.9500

[info@workscape.com](mailto:info@workscape.com)  
[www.workscape.com](http://www.workscape.com)



## Workscape Compensation Planner – Focal

*A dynamic, easy-to-use enterprise compensation management solution that helps managers make informed compensation decisions during focal planning periods to improve efficiency and control compensation spend for bottom-line results.*



### The Challenge

Because employee compensation represents the largest cost center for most businesses today, HR needs to optimize compensation spend by rewarding individual performance that supports achievement of corporate goals. At the same time, HR must strictly enforce adherence to corporate guidelines on a global basis to ensure compensation equity and regulatory compliance while avoiding budget overruns. And as HR professionals increasingly focus on strategic priorities, they need a way to compress compensation planning cycles and simplify plan administration.

### The Solution

Part of Workscape's integrated Talent Management Suite, Compensation Planner™ – Focal is a Web-based enterprise compensation planning solution that speeds and simplifies compensation planning by giving managers instant access to all relevant budget and allocation guidelines, historical award data, and dynamic decision-making tools. It provides immediate global visibility into the budget impact and status of compensation planning to control costs and hold managers accountable for rewarding employees appropriately. By using Compensation Planner – Focal in conjunction with Workscape's integrated Compensation Planner – Off-Cycle application, your organization gains year-round flexibility for responding to changing business conditions, while maintaining visibility and control over budgets and award decisions.

Featuring an easy-to-use, Adobe® Flex®-based interface, Compensation Planner – Focal engages managers, employees, and HR in a highly interactive Web application experience. The intuitive application prompts and guides managers through each step of the compensation planning process. Dynamic decision support tools and flexible approval processes help managers make tough pay-related decisions while compressing compensation planning cycles and reducing the need for HR intervention. Thanks to tight integration with Workscape Performance Manager™, Compensation Planner – Focal enables true pay for performance as managers reward employees based on progress toward goals that align with corporate initiatives. The results? Smart, compliant compensation decisions. Better control of compensation spend. And the ability to motivate and retain top performers who drive bottom-line results.

### The Advantages

#### Better Control Compensation Budgets

Surveys show that many large organizations overspend their budgets by one to two percent per compensation cycle — a practice that can add up to hundreds of thousands of dollars annually. Compensation Planner – Focal automatically enforces strict adherence to corporate guidelines and budgets and routes compensation transactions through approval workflows so managers can better control compensation spend. Easy access to dynamic decision support tools helps managers make smart, equitable decisions throughout the planning process. Visual indicators flag any recommendations that fall outside of recommended guidelines. The application can be configured to block these transactions or to allow case-by-case authorization or rejection as part of the upstream approval process. These built-in controls enable your organization to keep better tabs on compensation spend as you reward employees based on demonstrated performance.

#### Compress Compensation Cycles

HR can define guidelines, salary ranges, market data, top-down or bottom-up budgets, planning access periods, and more prior to use by managers. Instant access to decision support tools at key points in the planning process helps managers make informed compensation decisions, thereby eliminating the need for HR assistance. Compensation transactions are automatically routed through pre-defined approval processes. These features simplify administration while significantly compressing compensation planning cycles.

## Supports Global Compensation Plans

Designed to support the needs of organizations ranging from regional companies to large, global enterprises, Compensation Planner – Focal can be deployed from any of Workscape's four data centers located in Boston, Massachusetts, Atlanta, Georgia, Frankfurt, Germany, and Hong Kong, China. The solution facilitates compensation planning with built-in support for multiple elements, languages, currencies, and international date/time formats. Cross-calculation between annual and alternative salary period (monthly, bi-weekly, etc.) ensures accurate, consistent compensation planning and reporting on a global basis.

## Easily Accommodates Regional and Business Unit Differences

Compensation Planner – Focal is highly configurable to support multiple plans and processes without compromising strict corporate governance. HR can drive common practices and enforce corporate guidelines by leveraging one application across all geographies and business units. Compensation Planner – Focal provides out-of-the-box support for all UI elements in 10 languages and produces total compensation statements in all local languages. In addition, it can display compensation plans in the corporate, manager, or employee currency.

## Leverages the Latest HR Information

Thanks to tight integration with Workscape SmartSync™ and Workscape GroupManager™, you can update Compensation Planner – Focal on a daily basis with employee and organizational data from your HRIS or ERP system. This way, you can be sure that all compensation planning decisions are based on the most up-to-date HR information.

## Meets Stringent F100 IT Requirements

Compensation Planner – Focal provides high availability, full redundancy, robust security, and real-time monitoring through a hosted SaaS delivery model. Users can rely on 24x7 access with confidence that valuable employee data is protected. What's more, Workscape's hosting sites and procedures have passed rigorous audits of global F100 firms.

## Product Highlights

### Dynamic Decision Support Tools

Robust decision support tools enable managers to make smart compensation planning decisions — quickly and easily — based on formula-driven guidelines. Interactive worksheets and built-in modeling features dynamically appear on the user's screen, providing powerful decision support in

the form of guidelines, salary ranges, market rates, historical employee data, budget allocation, and more. Any exceptions are highlighted as they move through the approval process. These features make it easy for managers to analyze alternative compensation actions and arrive at equitable, informed decisions that can be clearly communicated to employees.

### Easy-to-Configure User Interface

Users can configure Compensation Planner – Focal to work the way they do by dragging and dropping columns and using multi-level sorting features. The application uses Adobe® Flex® technology to deliver high levels of interaction — formerly available only in desktop programs — through a flexible, convenient Web-based application.

### Flexible Screen Presentations

Compensation Planner – Focal's role-based permissions enable administrators to control which compensation elements, employees, and groups are visible to each user. The application provides the flexibility to offer alternate screen presentations based on plans and/or on user visibility rules so managers see only those compensation elements that pertain to their staff.

### Powerful Reporting and Analytics

Compensation Planner – Focal enables managers to create their own ad hoc reports for viewing, printing, or export. Standard reports highlight performance distribution, adherence to budgets, and exceptions, and include helpful graphic displays, summary statistics, and detailed compensation data. Analytic capabilities provide HR, managers, and executives with strategic reporting in real time, as well as a full transaction audit trail for demonstrating compliance in compensation awards.

### Scalable, Secure Technology

Workscape solutions leverage an open and scalable service-based architecture delivered from hosting centers that support ISO 27002 security standards and the needs of large and medium-sized enterprises. Because Workscape provides certified, secure hosted solutions, clients enjoy peace of mind that their applications are always available and their employee data is always safe.

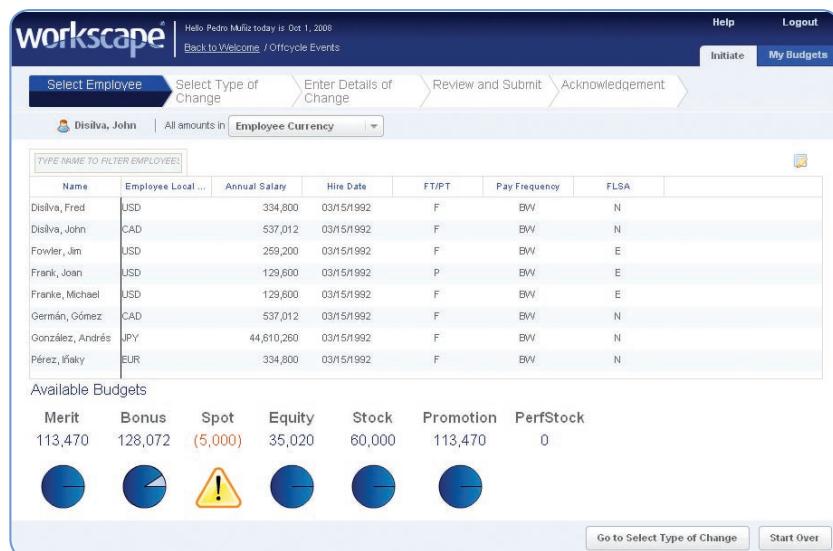
### Multi-Vendor Integration

Compensation Planner – Focal leverages Workscape SmartSync to enable regular data updates from your system of record such as SAP, Oracle/PeopleSoft, and Lawson.



## Workscape Compensation Planner – Off-Cycle

*A dynamic, easy-to-use application that enables managers to make informed decisions, enforce approval processes and guidelines, and eliminate budget overruns for compensation adjustments that occur outside the focal planning period.*



Workscape | Hello Pedro Mufiz today is Oct 1, 2008  
[Back to Welcome](#) / Offcycle Events

Help Logout  
 Initiate My Budgets

Select Employee: Disilva, John | All amounts in: Employee Currency: [Employee Currency](#)

Select Type of Change: Enter Details of Change: Review and Submit: Acknowledgement

TYPE NAME TO FILTER EMPLOYEE:

Name	Employee Local ...	Annual Salary	Hire Date	FT/PT	Pay Frequency	FLSA
Disilva, Fred	USD	334,800	03/15/1992	F	BW	N
Disilva, John	CAD	537,012	03/15/1992	F	BW	N
Fowler, Jim	USD	259,200	03/15/1992	F	BW	E
Frank, Joan	USD	129,600	03/15/1992	P	BW	E
Frankie, Michael	USD	129,600	03/15/1992	F	BW	E
Germán, Gómez	CAD	537,012	03/15/1992	F	BW	N
González, Andrés	JPY	44,810,260	03/15/1992	F	BW	N
Pérez, Iñaki	EUR	334,800	03/15/1992	F	BW	N

Available Budgets:

Merit	Bonus	Spot	Equity	Stock	Promotion	PerfStock
113,470	128,072	(5,000)	35,020	60,000	113,470	0

Go to Select Type of Change | Start Over

### The Challenge

Compensation events happen throughout the year in response to changes in strategic direction, market conditions, or even competitor maneuvers. Even with a well-established and fully automated focal compensation planning process in place, off-cycle transactions — those that occur outside the focal period — can quickly send your compensation process and budget spiraling out of control. In today's business climate, you simply can't afford to let that happen. To keep year-round compensation processes on track, you need a way to control off-cycle awards, making sure that managers follow proper approval processes and adhere to corporate budgets and guidelines. Otherwise, you run the risk of budget overruns, employee dissatisfaction, and even regulatory non-compliance.

### The Solution

Part of Workscape's integrated Talent Management Suite, Compensation Planner™ – Off-Cycle is a Web-based enterprise compensation planning solution that enables you to track and control off-cycle awards. It supports a wide range of compensation elements, provides configurable approval workflows, and automatically enforces HR policies and budgetary guidelines for compensation transactions that take place outside your focal planning period. When you

use Compensation Planner – Off-Cycle in conjunction with Workscape's integrated Compensation Planner-Focal application, your organization gains year-round flexibility and control of your compensation process.

Featuring an easy-to-use, Adobe® Flex®-based interface, Compensation Planner – Off-Cycle engages managers, employees, and HR in a highly interactive Web application experience. Dynamic decision support tools help managers make quick off-cycle compensation decisions based on formula-driven guidelines. The intuitive interface prompts and guides the manager through the award process, automatically flagging recommendations that exceed budget limits or fail to meet corporate guidelines. The result? Flexibility to respond to evolving business conditions — at any time of the year — with budget-conscious compensation changes that drive higher performance.

### The Advantages

#### Better Controls your Compensation Spend

Surveys show that many large organizations overspend their budgets by one to two percent per compensation cycle — a practice that can add up to hundreds of thousands of dollars annually. Compensation Planner – Off-Cycle can reduce these overspends to zero by carefully tracking all compensation changes that occur throughout the year and automatically alerting users of potential problems. Visual indicators flag any recommendations that fall outside of recommended guidelines. The application can be configured to block these transactions or to allow case-by-case authorization or rejection as part of the upstream approval process. These built-in controls enable your organization to keep better tabs on your compensation spend.

#### Supports Global Compensation Plans

Designed to support the needs of organizations ranging from regional companies to large, global enterprises, Compensation Planner – Off-Cycle can be deployed from any of Workscape's four data centers located in Boston, Massachusetts, Atlanta, Georgia, Frankfurt, Germany, and Hong Kong, China. The solution facilitates compensation planning with built-in support for multiple elements, languages, currencies, and international date/time formats. Cross-calculation between annual and alternative salary period (monthly, bi-weekly, etc.) ensures accurate, consistent compensation planning and reporting on a global basis throughout the year.

## Easily Accommodates Regional and Business Unit Differences

Compensation Planner – Off-Cycle is highly configurable to support multiple plans and processes without compromising strict corporate governance. HR can drive common practices and enforce corporate guidelines by leveraging one application for off-cycle awards across all geographies and business units. Compensation Planner – Off-Cycle provides out-of-the-box support for all UI elements in 10 languages and can display compensation values in the corporate, manager, or employee currency.

## Leverages the Latest HR Information

Thanks to tight integration with Workscape SmartSync™ and Workscape GroupManager™, you can update Compensation Planner – Off-Cycle daily with employee and organizational data from your HRIS or ERP system to ensure your off-cycle compensation decisions are based on the most up-to-date HR information.

## Meets Stringent F100 IT Requirements

Compensation Planner – Off-Cycle provides high availability, full redundancy, robust security, and real-time monitoring through a hosted SaaS delivery model. Users can rely on 24x7 access with confidence that valuable employee data is protected. What's more, Workscape's hosting sites and procedures have passed rigorous audits of global F100 firms.

## Product Highlights

### Support for Multiple Compensation Transactions

Compensation Planner – Off-Cycle supports the following types of transactions

- Merit increases
- Market adjustments
- Promotion/job changes
- Lump sum awards
- Salary changes
- Short-term incentive awards
  - Manager-driven
  - Peer-driven
- Long-term incentive awards (stock)

### Flexible Workflows per Off-Cycle Award Type

Compensation Planner – Off-Cycle supports individual workflows for each type of off-cycle award. The application prompts and guides users

through the off-cycle award process, ensuring they take the right steps, enter the right information, and route transactions to the right people per defined workflows. Compensation Planner – Off-Cycle supports both peer-driven and manager-driven award recommendations and automatically routes them through the appropriate approval process.

### Dynamic Decision Support Tools

Dynamic, visual decision support tools enable managers to make off-cycle award decisions — quickly and easily — based on formula-driven guidelines. These tools help ensure that compensation decisions adhere to established policies and budgets and that exceptions are highlighted and explained before moving forward through the approval process. Decision support tools include:

- Quick-click award recommendations
- Visual budget pie charts
  - Budgeted
  - Spent
  - Pending expenditures
- Award percentage
- Visual sliders
  - Guidelines
  - Integrated market data
  - Integrated compensation range penetration data

### Powerful Reporting Capabilities

Compensation Planner – Off-Cycle enables managers to create their own ad-hoc reports for viewing, printing, or export. Analytic capabilities provide HR, managers, and executives with strategic reporting in real time, as well as a full transaction audit trail for compliance purposes.

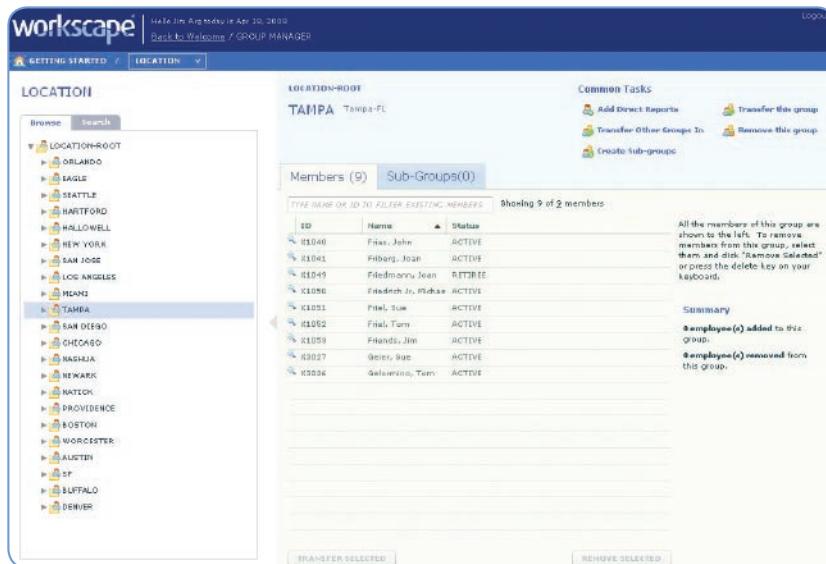
### Scalable, Secure Technology

Workscape solutions leverage an open and scalable service-based architecture delivered from hosting centers that support ISO 27002 security standards and the needs of large and medium-sized enterprises. Because Workscape provides certified, secure hosted solutions, clients enjoy peace of mind that their applications are always available and their employee data is always safe.



## Workscape ERP Integration Suite

*Enables companies to integrate HR data stored in their ERP or other system of record with Workscape Talent Management Suite applications and then manage that data to effectively ensure that compensation, performance, and succession processes leverage the most up-to-date information.*



The screenshot shows the Workscape GroupManager interface. The left sidebar shows a tree view of locations, with 'TAMPA' selected. The main area shows a list of employees in the 'TAMPA - Tampa-FL' group. The list includes columns for ID, Name, and Status. The status column shows 'ACTIVE' for most employees and 'RETIREED' for one. The interface includes buttons for 'Transfer this group', 'Remove this group', and 'Create sub-groups'. A summary box on the right provides instructions for managing group members.

ID	Name	Status
K1040	Frias, John	ACTIVE
K1041	Filborg, Joan	ACTIVE
K1049	Fidlermeyer, Jean	RETIREED
K1056	Friedrich Jr., Michael	ACTIVE
K1051	Friel, Sue	ACTIVE
K1052	Friel, Tom	ACTIVE
K1058	Frids, Jim	ACTIVE
K3027	Geller, Sue	ACTIVE
K3026	Gelmon, Tom	ACTIVE

As companies strive to attract, retain, and reward high-performing employees, HR professionals and managers across the enterprise need to make smart talent management decisions based on current, accurate HR information. Too often, however, systems across the enterprise fall out of sync or contain data structured in various ways for different purposes. As a result, HR has no choice but to spend valuable time manipulating and transferring data to inform critical talent management processes.

Workscape ERP Integration Suite applications — Workscape GroupManager™ and Workscape SmartSync™ — provide the power and functionality needed to integrate and manage a wide range of critical HR data, including employee, user, job, grade, salary range, group hierarchy, and eligibility data. With the Workscape ERP Integration Suite, you can be sure that all your compensation, performance, and succession processes are driven by the most up-to-date employee and HR data.

### Workscape GroupManager

#### The Challenge

Leveraging data from your ERP can be challenging, especially when it comes to user hierarchies, memberships, and eligibility groups. HRIS and ERP systems typically use a single reporting hierarchy,

and in many cases, do not capture matrix reporting at all. Groups are defined for the purposes of financial reporting, which often isn't sufficient to support compensation planning, performance management, and succession planning. As a result, many HR departments are forced to take manual extracts of information and manipulate data in spreadsheets and desktop database applications in order to transfer HR data stored in the ERP or other systems of record to strategic applications like compensation planning or performance management. What's more, this tedious process needs to be repeated every time changes are made in the ERP system.

#### The Solution

Featuring an intuitive drag-and-drop interface, Workscape GroupManager enables HR teams to easily view groups and hierarchies extracted from your ERP or HRIS system and change them into reporting hierarchies and subgroups that can be used effectively in compensation, performance, and succession processes. Administrators can also use Workscape GroupManager for at-a-glance insight into the structure and members of hierarchies and groups. This way, they gain easy access to the accurate, up-to-date employee information they need to do their jobs.

#### The Advantages

Workscape GroupManager enables HR teams to:

- View, manage, and edit multiple hierarchies and groups
- Easily drag-and-drop employees between hierarchies
- Search for employees by name, job title, or other criteria
- Move individual managers, groups, or managers and groups
- Select hierarchies to be managed by Workscape GroupManager or leverage Workscape SmartSync to automatically update the hierarchy data through scheduled feeds from your ERP

### Workscape SmartSync

#### The Challenge

In today's dynamic organizations, employee information must be updated on an ongoing basis. Changes like department transfers, grade shifts, status modifications, and associated updates to compensation program eligibility and reporting structures occur throughout the year — even during

compensation focal planning and performance review cycles. Adding to this complexity, some organizations need to update employee information at different intervals to meet specific regional, divisional, program, or HR process requirements. For example, an organization may prefer to use a static set of employee data for creating focal compensation plans, while choosing to dynamically adjust employee data — like reporting relationships and salary levels — for succession planning or awarding of spot bonuses.

Faced with ever-changing workforce dynamics, organizations are challenged to keep information in sync across their systems of record and their strategic HR applications. Without an automated way to keep HR information consistent and up to date across systems, too many organizations must resort to daily manual intervention or undertake a huge effort at the end of planning cycles to “true-up” changes that have occurred during these periods. And as organizations use employee information in increasingly diverse ways and various plans, programs, regions, and business units require updates at different times, keeping HR data in sync across enterprise systems is more important than ever before.

### The Solution

Workscape SmartSync enables organizations to receive regular updates from an ERP, HRIS, or other system of record — even on a daily basis. Using configurable business rules, Workscape SmartSync compares new data to past information and the current state of processes. Based on this comparison, the application either resets the processes that are underway or updates those processes with new information. As a result, your organization can be sure it is using current, accurate data to inform critical HR decisions.

Because today's organizations need to manage employee information separately for various programs and processes, Workscape SmartSync features data independence, which enables locking or continuous updating of HR data depending on specific requirements. For example, with Workscape SmartSync an organization is able to develop compensation plans for its North American employees using HR data that was locked before the planning stage began, while simultaneously conducting performance reviews for the same employees based on HR information that is updated daily.

Workscape SmartSync is tightly integrated with Workscape GroupManager, enabling HR administrators to manage groups and hierarchies within the Workscape Talent Management suite, accept updates when data is changed in the ERP or other source system, or designate a different option for each managed hierarchy.

### The Advantages

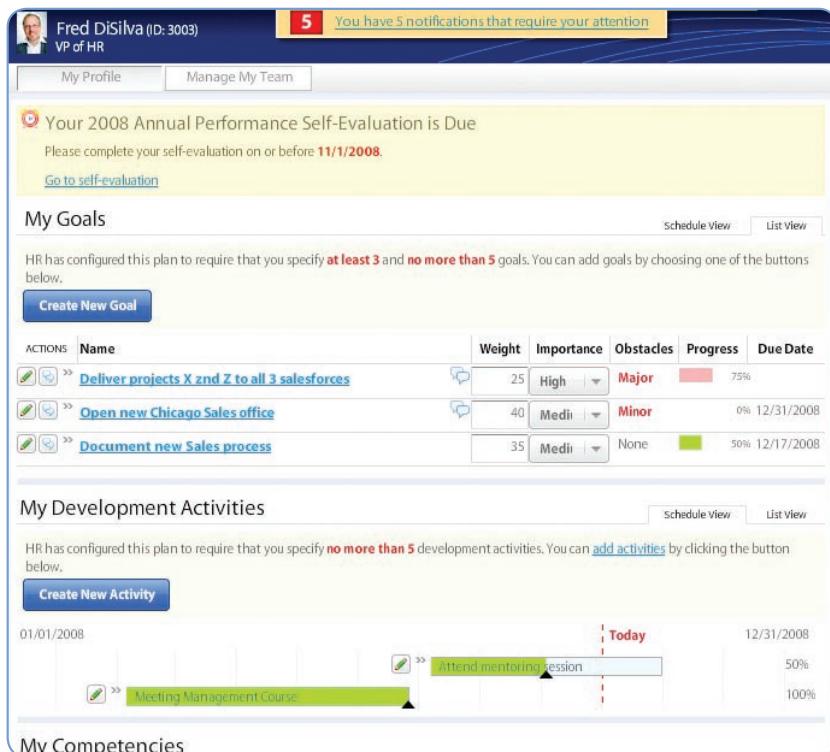
Workscape SmartSync enables HR administrators to:

- Eliminate repetitive and error-prone manual data editing
- Ensure HR processes are using accurate, up-to-date employee information
- Reset source data automatically, and restart processes or recalculate when supporting data is updated
- Define automated business rules to ensure data consistency across systems
- Easily support isolated copies and updates of employee information per distinct program, plan, region, or business unit with data independence



# Workscape Performance Manager

*A highly interactive and easy-to-use enterprise performance management solution that automates the evaluation process, enables alignment of employee goals with corporate objectives, and provides visibility into individual, team, and organization-wide progress toward key strategic targets.*



The screenshot shows the Workscape Performance Manager interface. At the top, a banner displays a photo of three people and the text: "You have 5 notifications that require your attention". Below the banner, the main navigation includes "My Profile" and "Manage My Team".

**My Goals:** A message states "Your 2008 Annual Performance Self-Evaluation is Due" with a deadline of "11/1/2008". A link "Go to self-evaluation" is provided. A table lists goals with columns: Name, Weight, Importance, Obstacles, Progress, and Due Date. The goals listed are:

Name	Weight	Importance	Obstacles	Progress	Due Date
Deliver projects X and Z to all 3 salesforces	25	High	Major	75%	
Open new Chicago Sales office	40	Medi	Minor	0%	12/31/2008
Document new Sales process	35	Medi	None	50%	12/17/2008

**My Development Activities:** A message states "no more than 5 development activities". A link "Create New Activity" is provided. A timeline shows two activities: "Attend mentoring session" (today, 50%) and "Meeting Management Course" (100%).

**My Competencies:** This section is currently empty.

## The Challenge

In today's highly competitive business environment, finding ways to attract, reward, and retain top talent is more important than ever before. Because employee compensation is typically a company's largest cost center, you need to make sure you're getting the most from your compensation spend. You need to move beyond traditional annual performance reviews to continually assess individual and collective progress toward key strategic initiatives year-round. This takes an automated, systematic and highly interactive approach to performance management that enables you to reward employees for contributions that help achieve corporate goals and drive bottom-line results.

## The Solution

Part of Workscape's integrated Talent Management Suite, Workscape Performance Manager™ provides integrated tools and information for cascading goals throughout the organization to drive higher workforce performance. Workscape Performance Manager

automates the entire performance management process — from goal planning to evaluations — and aligns individual goals with corporate objectives to keep the entire organization focused on strategic priorities. Performance Manager shares a common Web-based application platform with Workscape Compensation Planner™ and Workscape Succession Planner™ to enable integrated, end-to-end talent management that identifies top talent, pays for performance, increases employee retention, and helps ensure competitive success.

Featuring an intuitive Adobe® Flex®-based interface, Performance Manager delivers a highly interactive Web-based application experience for employees, managers, and HR alike. The application interface prompts and guides users through each step of the performance management process, keeping the review cycle moving forward with minimal need for HR intervention. An easy-to-update employee profile puts current goal status, competencies, career path information, and more in a single, convenient location. Dynamic management dashboards with team and individual views provide at-a-glance insight into group and employee performance status.

With Performance Manager, managers and employees are engaged in a year-round performance management process that keeps the entire organization on track to achieve established corporate goals.

## The Advantages

### Reduce Performance Review Cycles

Workscape Performance Manager significantly reduces review cycle times by automatically routing online evaluation forms according to pre-defined workflows. Automated reminders for pending or overdue tasks keep the review process on track. Automatic population of review forms with up-to-date goals from the employee profile, assignment of competencies, and instant access to goal-related comments and feedback all help managers complete performance reviews with unprecedented speed and efficiency.

### Improve Performance Plan Effectiveness

Optimizing employee performance is a dynamic, ongoing process — not a static, once-a-year event. Workscape Performance Manager provides the framework and tools for transforming performance management into an interactive, employee-centric process that consistently drives results.

It lets employees and managers work together in setting weighted SMART goals, competencies, and development activities to create ranked priorities that align with manager and corporate objectives. At any time, employees and managers can check goal status to keep progress moving in the right direction.

### Pay for Performance

Because Workscape Performance Manager is tightly integrated with Workscape Compensation Planner – Focal, managers are able to tie compensation awards directly to performance ratings as part of an integrated pay-for-performance program.

### Meet Stringent F100 IT Requirements

Workscape Performance Manager provides high availability, full redundancy, robust security, and real-time monitoring through a hosted SaaS delivery model. Users can rely on 24x7 access with confidence that valuable employee data is protected. What's more, Workscape's hosting sites and procedures have passed rigorous audits of global F100 firms.

## Product Highlights

### Cascading Goals

With support for cascading goals, Workscape Performance Manager enables organizations to align and motivate the entire workforce — including individual contributors, managers, and executives — for the successful execution of corporate strategy. Cascading goals provide an effective way to link individual performance directly to strategic priorities and to help employees at all levels understand how their contributions impact bottom-line results.

### An Employee-Centric Interface

Workscape Performance Manager features an intuitive Adobe® Flex®-based interface — with integrated employee profiles — to engage users

in a highly interactive Web application experience. Employees are able to manage and update their profiles to reflect changes in goal status and record completion of development activities. As managers or employees add goals to employee profiles, Workscape Performance Manager automatically includes those goals in individual performance plans based on dates. This way, you can ensure that performance plans always reflect the most up-to-date employee information.

### Powerful Management Dashboard

Managers can view and analyze all performance-related information for their employees through a dynamic management dashboard. Featuring team and individual views, the dashboard gives managers at-a-glance visibility into the status of their team and its processes or status.

### Configurable Performance Review Forms

HR can easily create online appraisal forms that mirror the paper, Excel, or Word-based forms in use today to meet your company's specific requirements.

### Dynamic Routing Workflows

With Workscape Performance Manager, you can route performance evaluations through the proper review and approval channels.

### Scalable, Secure Technology

Workscape solutions leverage an open and scalable service-based architecture delivered from hosting centers that support ISO 27002 security standards and the needs of large and medium-sized enterprises. Because Workscape provides certified, secure hosted solutions, clients enjoy peace of mind that their applications are always available and their employee data is always safe.

VP of HR/Organizational Development	Managers	Employees
<ul style="list-style-type: none"> <li>Gain visibility into the performance review process</li> <li>Compress review cycle time</li> <li>Set corporate strategies to drive individual employee activities</li> <li>Identify top performers and high-potential employees</li> </ul>	<ul style="list-style-type: none"> <li>Instantly view team or individual employee goal status</li> <li>Drive targeted performance by linking weighted goals and objectives</li> <li>Promote specific priorities and goals</li> <li>Receive automated reminders to ensure timely review completion</li> </ul>	<ul style="list-style-type: none"> <li>Collaborate with managers to ensure clear definition of goals</li> <li>Update and manage goals, and development activities</li> <li>Feed information automatically from employee profiles into performance plans</li> <li>Capture comments and goal status year-round</li> <li>Clearly understand goal priorities</li> </ul>



# Swift Transportation Heads in Right Direction with Compensation System

**workscape**<sup>®</sup>

*"We needed to implement and control wages in marketplaces where we aren't present in any administrative way. That made it very challenging to maintain budgetary control of both our regular workforce events and off-cycle events such as promotions, COLA, and other adjustments."*

**LAVAWN MCCULLOUGH**  
DIRECTOR HRIS AND COMPENSATION  
SWIFT TRANSPORTATION CO.

## Nation's Largest Trucking Fleet Reaches Budget Goals Using Workscape Compensation Planner

When it comes to moving the goods quickly and efficiently, no one is ahead of Swift, the holding company for Swift Transportation Co., Inc., and operator of the largest fleet of truckload carrier equipment in the United States. Headquartered in Phoenix, AZ, with regional operations throughout the continental United States, the \$3 billion Swift is the carrier of choice for retail and discount department store merchandise, manufactured goods, paper products, non-perishable food, beverages and beverage containers, and building materials.

Since 1988, Swift has acquired 11 different motor carriers and expanded its operations to encompass a fleet of more than 18,000 tractors, 49,000 trailers, and 5,000 intermodal containers as well as a network of 29 full-service terminals in 25 states,

and several smaller locations in an additional nine states and Mexico. Today, the company employs 25,000 employees and independent contractors across the continent.

## Managing a Distributed Workforce

For Swift's human resources team, the decentralized nature of the workforce presented several challenges. "Managing our compensation programs over those long distances was very difficult," said LaVawn McCullough, director HRIS and compensation. "We needed to implement and control wages in marketplaces where we aren't present in any administrative way. That made it very challenging to maintain budgetary control of both our regular workforce events and off-cycle events such as promotions, COLA, and other adjustments. We had no ability to tie in our budget to these workflows. As a result, our managers wouldn't know until after the fact that the increase they'd approved put them over budget."

While Swift has previously used manual processes, spreadsheets, and a commercial compensation planning tool to manage merit increases, none have been effective. "It was highly inflexible and required lots of IT resources to maintain," McCullough noted. "And it didn't include management of off-cycle events."

"When it came to bonus payments, the process was strictly manual using simple spreadsheets," McCullough said. "Auditing and reconciliation were difficult at best, comparing totals from our spreadsheets with payroll numbers. It was hard to build meaningful hierarchies, and rollups were difficult, too. That was simply not a feasible way to manage such an important component of our compensation program."

## Finding a Better Way to Manage Compensation

After more than a year of continually hitting obstacles with its previous comp-management solution — reporting, manual work, inflexibility, and more — Swift opted to evaluate some alternatives. “We were working harder to support the technology solution than if we were doing the work manually,” McCullough noted wryly. “We evaluated a few vendors, looking at factors such as ease of use, cost, and upgrade paths. What mattered most, perhaps, was the ability for the solution to address a very broad spectrum of user sophistication.

*“We needed to satisfy a broad range of skill levels and provide a solution that was easy for managers to navigate and use.”*

Swift selected Workscape for compensation management and workforce events. Workscape helps global companies reduce comp-budget overruns, compress their compensation cycles, ensure consistent compensation planning, increase manager productivity, and free up HR to focus on strategic initiatives. Swift contracted with Towers Perrin for implementation — a necessity, given the leanness of the Swift HR team.

## Workscape Helps Swift Save Millions of Dollars

In addition to streamlining compensation planning and off-cycle events, Workscape gives Swift a single compensation planning tool for all of North America — including merit, equity, and promotions. “The tool has been very successful from a planning and use perspective,” McCullough said. “In addition to using Workscape for focal planning, we have managers all over the country

who are using it every day for workforce events — promotions, demotions, adjustments to the minimum, COLA, pay-type conversions, and more. We’ve seen savings of more than 30 percent compared to our old manual processes, and more than 20 percent improvement when compared to our old commercial application.

“We have 30–50 approved actions every day — we’re certainly not a static environment. A manager initiates a change; however — before it gets routed to an executive for approval, we do an HR review/validation. That ensures the request is well structured and complete before we request executive approval, which cuts down on their volume and prevents the frustration of approving a change multiple times because of some initial data entry or process re-do’s.

*“Before we implemented Workscape, every one of our managers was over budget. They never knew when they were going over budget with merit increase dollars. Now, however, everything is highly visible.”*

“If a manager requests a merit increase that exceeds budget, he can provide a justification. Or an executive can kick back that request and say, ‘Get it under budget.’

“We performed some pre- and post-implementation benchmarks and analyses. As a result of a combination of process efficiencies and improvements — time and money — we’re spending our promotion dollars more wisely than ever before, resulting in significant savings to the company and doubling our return on investment. Our managers have become more accountable and that’s creating an excellent level of predictability for our business.”



# Automated Compensation Planning Process Enables More Strategic Decision Making at Raytheon

**workscape**<sup>®</sup>

**Client** Raytheon Company

**Number of employees** 80,000+ worldwide

**Industry** Government and commercial electronics, space, information technology, technical services and aviation

**Benefits**

- Reduction in compensation planning time
- Improved control of program administration
- Greater visibility for upper management into the planning process

Raytheon is an industry leader in defense and government electronics, space, information technology, technical services, and business aviation and special mission aircraft providing integrated mission systems to meet the critical defense and non-defense needs of their customers. Over 60,000 domestic salaried employees are spread across seven major business units to meet the organization's aspiration of being the most admired defense and aerospace systems supplier through world-class people and technology.

## HR/Business Challenge

Managing the salary planning process for over 60,000 employees is a monumental task. At Raytheon, the mostly manual process spanned a 12 week period and relied on managers to edit and route hundreds of spreadsheets throughout the company.

"Previously, we used an in-house spreadsheet methodology for compensation planning," explained Phil Smith, Senior Manager of Compensation. "With the spreadsheets, the

biggest problem was the distribution (breakdown) and recovery of inputs. A great deal of time was consumed getting the correct information to the planning manager. Additionally, managers and HR Administrators would change cell format, which made the process of reassembly of individual sheets and subsequent analysis a nightmare. The process itself was lengthy, taking nearly three months, and decision making was inhibited because senior managers were only able to view data after all the sheets were 'rolled-up.'"

Acting on their strong organizational commitment to Six Sigma process and discipline, Raytheon recognized a need to replace their manual salary planning system with one that would hold up to the organization's commitment to Six Sigma standards.

## Solution

After an extensive evaluation of several compensation planning solutions, Raytheon ultimately chose Workscape based on the solution's intuitive, easy-to-use interface, and deep application functionality. Raytheon purchased Workscape Compensation Planner to provide line managers with better information when they need it to make better decisions.

"We found the Workscape solution to be a very intuitive and user-friendly approach for the managers — one which provides all necessary information in one place," said Sarah Sumner, Director Corporate Performance Development and Compensation.

Workscape Compensation Planner combines deep application functionality with ease of use, enabling managers to understand HR's enterprise-wide compensation strategy, make equitable, informed pay decisions that reward individual performance within company guidelines, and communicate those decisions to their direct reports clearly and

To ensure widespread adoption of the solution, the Workscape project manager worked closely with Raytheon to develop a customized training package to increase engagement and ease the learning curve. Feedback from HR managers has been positive and adoption of the solution has been high.

The solution was implemented on time, even with the Raytheon team working under a tight schedule to meet their target goals.

"I cannot say enough about how the Workscape team responded and worked with us to deliver the solution on an accelerated timeline that would meet our approval and planning cycles," said Smith. "In less than five months Workscape gathered requirements and tested, developed, and deployed the Compensation Planner solution to our 10,000-person pilot group. In addition, the Project Manager worked closely with us to develop a highly effective training module."

*"Workscape Compensation Planner was very well received by the 3,500 Raytheon managers who conduct compensation planning. It required minimal training and they now have a top-notch planning tool which enables them to make compensation decisions with all the information they need at their fingertips. It takes them less time to complete a quality job so they have more time to spend on customers and solutions."*

DIANE AVELLAR  
VP OF PERFORMANCE DEVELOPMENT  
AND BENEFITS  
RAYTHEON

## Results

By deploying Workscape Compensation Planner, Raytheon has been able to maintain their commitment to Six Sigma standards, reduce errors to budget, and improve their overall compensation planning time.

### Benefits include:

- Better decision support utilizing the ability to share information easily and securely
- More visibility to compensation planning, enabling senior managers to see budget allocation and spending during the planning process
- Improved ability to gather and create customized reports
- Improved control of program administration and compliance by applying rules on a uniform basis, greater data retention, and comprehensive reporting
- ITAR (International Traffic in Arms Regulations) compliance
- Enables HR to be more focused on strategic decisions and less on tactical execution

"We reduced the process from a period of nearly 12 weeks to just six and have enabled HR to be more focused on helping with decision making and less involved in mechanics of execution," said Smith. "Senior Level Managers can go into our compensation planning tool every day and see how much is being spent and where it is allocated. I feel our business process is more efficient."



# High Adoption Rates Drive Compensation Planning Success at Global Technology Provider

**workscape**<sup>®</sup>

**Client** Global Technology Provider

**Number of employees** 300,000+

**Industry** Computer systems; software; storage systems and microelectronics; professional solutions, services, and consulting businesses worldwide

**Benefits**

- Allocated over \$800M in bonus payments to 30,000+ managers
- 99.6 percent of all bonus plans completed in the tool on time
- Rave reviews in all geographies on usability
- Bonuses paid on time, accurately
- Extremely low support call volumes to service centers in all geographies

In addition to moving to pay-based incentives, the organization wanted to empower managers with decision support tools that would enable more strategic pay decisions.

"To motivate performance and increase shareholder value, we needed a solution to effectively and systematically recognize the contributions of our top performers across the organization. Recognizing that organizational performance is the result of individual achievements, it was important to equip managers with a decision support tool that would enable better decisions and ensure we were effectively rewarding our workforce."

## Solution

After reviewing offerings from nearly two dozen vendors, the company selected Workscape based on their ability to deliver a global solution that was intuitive, easy-to-use, and would remove complexity from their compensation planning process.

The company selected Workscape Compensation Planner, an enterprise compensation management solution that provides managers with the tools and information they need to pay for performance, and Workscape WorkEvents, a flexible, online solution that enhances the process of making effective decisions, obtaining approvals, implementing changes, and integrating information to keep pace with organizational realignment.

*A top global provider of technology among the leaders in almost every market in which it competes, this organization has more than 300,000 employees located in over 70 countries worldwide.*

## HR/Business Challenge

Recognizing that a motivated workforce performs better, the company wanted to transition from a compensation culture of entitlement to one that rewards based on merits.

Rather than rewarding employees based on a standardized principle such as years of service, the organization established performance standards tied directly to rewards.

"Having a solution that would be widely adopted and easy to use was a pinnacle for success. We were able to roll out the Workscape solution with very little training. Our goal was to have as many managers as possible using this and we surpassed our expectations."

## Results and Benefits

Because of the intuitive interface of the solution, adoption throughout the organization has been widespread with 99.6 percent of the organization's 30,000+ managers using the application. Since implementing, over \$800 million in bonuses have been issued accurately and on time.

Input from various business units enabled the company to tailor the solution for each region, further spurring organization-wide adoption. Rather than pushing a US-centric approach, the planning model took international currency conversion into consideration, and the solution was made available to managers in their local language.

"Having a global solution delivered consistency in our process and enabled us to effectively communicate our pay-for-performance philosophy. Individuals understand if they meet individual and corporate goals, they can achieve incentive payouts recognizing their role in helping the company to succeed."

*"We chose Workscape based on their comprehensive subject scope and the solution's depth and breadth of functionality. Our managers now have an easy-to-use application that provides real-time insight into multiple compensation elements and accurately allocates pay incentives."*

In addition to delivering consistency in process, other benefits include:

- Intuitive interface is easy to navigate and requires little to no training, therefore encouraging high adoption rates
- Decision-making is enhanced through increased visibility into multiple compensation elements
- Offers a single, online resource for completing the entire allocation process on time, on budget and on strategy
- Supports multi-currency and multi-lingual requirements
- Provides powerful reporting and analytic capabilities to deliver pay trend information to HR, managers and executives in real time

By implementing Workscape Compensation Planner and Workscape WorkEvents, the company has been able to drive a common compensation practice across their global organization and empower managers with a powerful decision support tool. By having a solution that enables managers to make better decisions, the company will ultimately experience better performance and thereby drive and increase shareholder value.