



Do you know why T + D/ FTE are important?

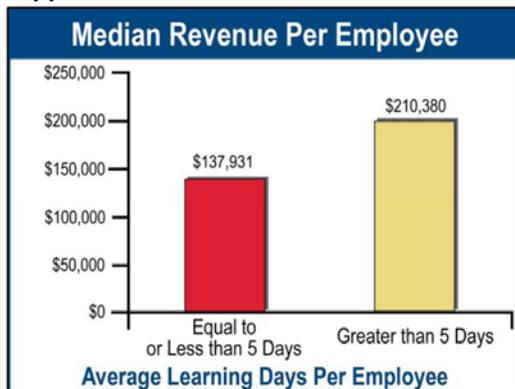
(Total annual spend on training & development divided by the number of full-time employees)

In terms of training and development, the average CDN company spends \$785 CAD and the average US company spends \$1,220 USD.

The top industry verticals in terms of human capital investment are financial services, information technology and pharmaceutical.

The biggest spender is a financial services company in Sweden totaling \$4,200 USD. Incidentally, Sweden also boasts the most productive workers, a 100% literacy rate and the most internet users per capita.

Supportive facts



"Many organizations might be surprised to learn that a strong investment in employee training and development may also have quantifiable value to the organization's bottom line. Data from APQC's Open Standards Benchmarking Collaborative research effort, the 'develop, train and counsel employees' survey, provides evidence to suggest that organizations that invest in more training days and dollars per employee may produce greater revenue per employee than those that invest less in this important human capital process.



The bottom line – the world's most successful companies invest in human capital on a continuous basis and consider it their top priority. Some have even adopted a completely new accounting system called HRCA ('Human Resource Cost Accounting') *crediting* people as an 'asset' and *debiting* 'shareholder equity'. The Scania Group (think SAAB here) was the first company to do this and guess where they are based? You guessed it, Sweden.

Claimant quote of the month – Susan H., Job Loss, paid to New Roads GM and Ally Credit



"I must admit, I have had poor impressions of insurance companies prior to this. You pay for something and then can't get what you need. I must bring something to your attention – the outstanding service that Wendy Zanette provided throughout this whole experience. She was beyond helpful, compassionate, informative and handles everything quickly and with great professionalism. Her follow-up was excellent. We are always ready to complain so I thought I should take a few moments and recognize when I received outstanding service beyond expectations. Wendy made this difficult experience simple and human"

Human Capital Quote of the month – Bill Marriott Jr., Chairman, Marriott Hotels

"Motivate employees, train them, care about them and make winners of them. We know that if we treat our employees correctly, they'll treat customers right. And if the customers are treated right, they'll come back"