



FROM TACTICAL TO STRATEGIC: TRANSFORMING GOVERNMENT'S CHIEF HUMAN CAPITAL OFFICER

Managing the work force in a proactive and strategic way



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Becca Goren contributed to this white paper.

Executive summary

Government agencies are facing what many experts have called a human capital crisis in the public sector – the aging and retiring work force. To complicate matters, few agencies know when, where or what the impact of this crisis will be on their missions or the citizens they support, and have not yet put plans in place to understand the implications or mitigate the risks.

Despite efforts to stagger retirements, as the aging and retiring work force leaves their jobs, they create challenges for their employers and their missions. This change in workforce demographics can create a skills gap with agencies struggling to replace seasoned workers with younger, less-experienced employees. Government agencies are challenged to attract new workers as they compete with the private sector, and will find it more difficult to retain both the younger workers (who tend to be less loyal), and their older skilled workers beyond retirement age. Further, these new employees must be trained and developed to fill leadership and other critical voids.

Costs increase because agencies fund retired workers while, through outsourcing, they hire back the same employees for their unique and critical skills. Contributing further to the human capital crisis is the fact that not only is the work force changing, but the support population is changing also and is therefore affecting agency missions. With this added complication, an understanding and alignment with the new reality becomes even more challenging. Ultimately, the adverse impact of such a crisis will reveal itself in the effectiveness and costs of programs.

Experts agree that strategic human capital management is the panacea to this crisis, where the realities require chief human capital officers (CHCOs) and line-of-business managers to manage human capital in a more sophisticated and strategic way. To survive, and thrive, they must gain a more holistic view of the work force – a comprehensive understanding of organizational issues and how human capital strategies can be implemented – to support an agency's mission. A clear perspective on workforce strengths and vulnerabilities, insight into risk, and the ability to measure success for continuous improvement in support of organizational objectives all contribute to what it means to be strategic.

All government agencies are not acting on this crisis, primarily because human resources (HR) has traditionally been perceived as and has acted in a tactical role. A recent INPUT/Output report¹ referred to Norm Enger's portrayal of the HR transformation. Enger (a former Director of the Human Resources Line of Business Office – HRLOB – at the Office of Personnel Management) headed up the HRLOB initiative until his retirement in July 2007. His portrayal highlighted HR's transformation from a heavy focus on transactions (30 percent) and administration (40 percent) to performance enhancement (45 percent) and strategy (25 percent).

- While many organizations do a great job of defining what needs to be done, most can't show how the work force contributes to organizational goals or adds value to the organization.

- CHCOs of savvy organizations have discovered that the answers they need are often in information they already collect. The challenge is using that information to gain insight into workforce strengths and vulnerabilities, risk, performance and productivity.

¹ John Slye, "Federal Human Capital Crisis: Which Part Is the Crisis?," INPUT, February 2008, <http://www.input.com/corp/library/detail.cfm?ItemID=1905>

What prevents the human capital function from making this strategic transformation?

In many organizations, it's easy to spot the obstacles. For example:

- **Tactical mindset.** Many organizations view HR as a support function rather than a strategic asset. HR teams themselves often fuel this perception by performing in tactical rather than strategic ways – spending more energy on the logistics of deploying a work force than on optimizing personnel assets in alignment with top-level business goals. Also, HR itself may be lacking the necessary skills to make the cultural shift needed to become more strategic.
- **A changing work force.** Baby boomers are retiring at steadily increasing rates, and they're being replaced by a younger generation more attuned to their own career ambitions than to any single employer. This younger population is difficult for the public sector to attract since salaries are not as competitive. Loyalty is at an all-time low at a time when organizations need veterans and champions more than ever. In addition, many organizations are faced with the largest skills gap ever and are struggling to come up with smart decisions – not knowing with certainty whether to outsource, hire or train.
- **Change in agency mission, programs and compliance requirements.** Administration change, government mandates, funding cuts and program change can be helped or hindered by the workforce strategy. The strategy needs to be proactive to be effective, and that requires analysis and modeling scenarios to set the best course with the least cost and risk.
- **No holistic workforce view, no insight.** Contractors, appointees, civilians – it can be a struggle to get all relevant and specific human capital information in one place. In fact, many organizations don't even know how many full-time employees are currently on the payroll, let alone have the workforce analysis to make more informed decisions. This issue is exacerbated by the rise of outsourcing and siloed systems that track unique classifications of employees. Managers typically pull relevant data from several sources, but this process is inaccurate, incomplete, time-consuming and, in the end, doesn't provide much insight.
- **Outdated technology.** About four in 10 organizations still manage their human capital with Excel spreadsheets, Word documents or manual, paper-based systems². These systems were not designed for HR use and certainly not designed to analyze human capital information. HR groups don't have the time to focus on strategy while sorting through all these suboptimal systems that still don't answer the tough workforce questions government business leaders ask.

Today's Challenges for HR Leaders

- Align the human capital strategy with organizational goals.
- Proactively respond to changing workforce demographics and trends.
- Address workforce demands at every stage of the talent life cycle.
- Identify, assess and mitigate workforce risks.
- Plan for agency, compliance, governance and administration change.
- Synchronize financial and operational workforce strategies.

² Christa Degnan Manning, Jennifer Hackbush, "The Human Capital Management Spending Report, 2006-2007," December 2007, AMR Research.

Historically, the preceding challenges and obstacles have not been adequately addressed. But now it has become critical to redefine the role of the CHCO and empower HR teams with the decision support they need to bolster organizational goals and gain a seat at the executive table.

With readily available technology, HR leaders can reveal new insights and value from the data they already have – from systems that are already in place across the organization and from third-party data. Only then can they make confident and timely decisions to manage the work force in a truly strategic way – optimized for best-cost productivity in alignment with organizational goals.

Align the human capital strategy with organizational goals

CHCOs struggle to respond to every agency need affecting human capital. Identifying specific talent gaps remains a challenge for many. In addition, few organizations today can accurately forecast the number and type of talent required to execute on their agency's mission. HR groups rarely have the full information they need to make confident decisions about issues the business will face tomorrow, and how best to manage the work force to drive the organization toward its objectives.

In the last few years agencies have suffered funding and program cuts with layoffs, conflicts with labor unions and outsourcing of critical functions. These challenges lead to questions that affect the work force and the organization's success:

- Are we still supporting our mission?
- Are the changes in the best interest of the citizen?
- Are we being as cost-effective as possible?
- Are we being safe?

Many organizations learn the hard way that it is far less risky, less costly and more sound to ensure the workforce strategy fully supports short- and long-term organizational goals. The bottom line is that the risk of not embedding strategic workforce planning into organizational planning could result in reduced performance, services and expectations with citizens.

The CHCO plays an important role in driving an effective workforce strategy that is aligned with operational goals. By leveraging workforce analytics, the CHCO can develop strategic human capital plans that support business units and the agency. Today's analytic solutions come with many packaged capabilities, but can easily be tailored to better address your specific requirements for HR and can help you to communicate human capital strategy, initiatives, alignment, key indicators and progress toward shared goals. A variety of technology including data integration, business intelligence, workforce and predictive analytics, scorecarding and planning applications – can support an array of essential human capital strategic decisions.

■ “Strategic human capital management, which remains on GAO’s high-risk list, must be the centerpiece of any serious change management and transformation effort to meet these challenges. However, federal agencies do not consistently have the modern, effective, economical, and efficient human capital programs, policies, and procedures needed to succeed in their transformation efforts.”

Highlights of GAO-07-556T, a testimony before the Subcommittee on Financial Services and General Government, Committee on Appropriations, US House of Representatives.

Leveraging workforce analytics, users can see at a glance important information, such as cost per employee or absenteeism for a given employee profile, regulatory compliance or skills gaps that could inhibit the organization from reaching current or future goals.

Managers can immediately see what needs to change – where and by how much, within and across functions. The scorecard's dashboard can provide executives an at-a-glance picture of workforce status and the impact of HR activities on performance. Users can see within seconds which results have the greatest impact, where to focus and where to drill deeper to find the root cause of an issue, such as excessive turnover in a critical program or initiative, a skills gap for an impending project, or the impact of workforce trends.

Proactively respond to changing workforce demographics and trends

A recent report by INPUT/Output³ notes

“According to the Office of Personnel Management (OPM), among all full-time permanent employees in the federal workforce as of October 2004, 58 percent of supervisory and 42 percent of non-supervisory workers will be eligible to retire by the end of FY 2010. Forty-two percent of the Senior Executive Service is projected to retire by 2010. In addition to these potential retirements, about 250,000 federal employees are expected to resign or leave for other reasons over the next five years, leaving the government with significant vacancies by 2010.”

The report goes on to note that there remains debate about the magnitude of the problem – it hasn't been adequately quantified.

Executives seem to deny the significance of the aging work force. CHCOs know better. As organizations struggle to acquire or build skills that are lacking, as veteran employees retire, as younger workers fill the work force, HR leaders have some serious questions:

- How can we ensure we will have sufficient talent in the upcoming year?
- Which workers represent the next generation of leaders two to five years down the road?
- How do we build the right skills within the organization for better succession planning?
- Who should be targeted for these programs? What demographic balance will our organization have in five years?
- What will the impact be, and will it result in noncompliance with governance or other regulations?

■ “When you have a true decision support system, management sees the value of knowing exactly what those positions are targeted for. In the case of succession planning, skills and advancement, [SAS®] has been of value to management for planning, restructuring and repositioning the organization. Management has found value in being able to pinpoint certain positions in certain states that need attention.”

HR Information Resources
Management Adviser, Federal Agency

³ Slye, *op.cit.*

- What skills do political appointees bring to the organization?
- What are the cultural differences with politicians and careers, and how will that affect performance?

With a rich set of analytical capabilities, organizations can accurately measure, monitor and predict the effects of an aging work force or evolving talent pool. They can then respond to changing workforce demographics with speed, accuracy and an effective plan.

Other activities to consider:

- Provide a holistic view of changing workforce demographics – today and years into the future.
- Measure the financial impact of retirees and the cost of acquiring replacements.
- Create acquisition, training and succession plans that take into account demographic realities and trends. For example, build new skills in a young workforce or build management skills in women and minorities.
- Accurately determine which level and at what salary open positions from retirees should be filled.
- Build a risk mitigation plan tied to skill loss, vacancies and culture change.
- Identify opportunities to leverage new human capital skills.
- Implement more targeted, proactive workforce acquisition plans based on future predicted skill needs.

■ “The federal government is facing new and more complex challenges in the 21st century because of long-term fiscal constraints, changing demographics, evolving governance models, and other factors.”

Highlights of GAO-07-556T, a testimony before the Subcommittee on Financial Services and General Government, Committee on Appropriations, US House of Representatives.

Address workforce demands at every stage of the talent life cycle

Effective talent lifecycle management means leveraging workers to meet the agency's needs at every stage of the employee life cycle. Skills shortage is a major issue that increases the time, cost and difficulty of acquiring the right talent. Outsourcing should be a strategic choice for specific situations, not a grim reality to answer all talent needs. HR leaders need the means to identify future leaders and target the right candidates for closer consideration. Retaining critical employees is difficult without understanding why some resign, or who is critical to keep.

Today, there is too little insight to effectively take a strategic approach to each lifecycle stage. As a result, business units tend to conduct their own analysis, making HR less relevant and the CHCO less likely to be viewed as part of the executive team. Organizations need to be more effective in identifying, acquiring, growing and retaining the right people – and understanding how to deploy those people for maximum advantage.

With a holistic view of the work force, you can improve the ability to manage all aspects of it. Gain a big-picture perspective by integrating data that currently resides in a multitude of silo systems and purchased databases, such as HR management systems, ERP applications, Microsoft Access databases, learning management systems, applicant tracking systems and payroll. Consider also integrating third-party data, such as university recruitment lists, insurance data or census data.

Ideally, this information should be loaded into a single repository such as an analytical human capital data mart – where it can be continually updated, validated, reconciled, cleansed and managed for integrity. It is important that the data mart be designed for personnel data and that it be prepared for analysis. This can then serve as the foundation of your human capital intelligence. Taking this step will help you be prepared for any workforce issues that arise.

The result is a timely and consistent version of the truth – an accurate and intimate understanding of the factors that influence workforce costs, requirements and performance. Use this data mart to get accurate and credible answers to fundamental questions about the work force and talent mix. It's important to deliver results in a role-specific way, so managers and executives can track activity and outcomes in alignment with organizationwide strategy, not just program-level objectives.

- “It has been a challenge to make sure the data is accurate. That's the one thing I think was critical in choosing our [SAS®] solution – it helped me improve upon the quality of the data and to produce those reports that gave us accurate numbers. Before, every time we'd do a state call, we would get different numbers from different states, and our numbers didn't look like other states, so the quality of the data has improved immensely.”

**HR Information Resources
Management Adviser, Federal Agency**

Other activities to consider:

Workforce Acquisition: *Match the right employee with the right skills at the right time, at the right cost.*

- Support OMB Circular A-76 (Competitive Sourcing) by providing transparency into workforce inventory and understand where your talent gaps exist and where you should outsource.
- Provide insight into workforce gaps and costs today and for the upcoming years to better target acquisition spend.
- Develop and then leverage critical talent profiles using a broad array of internal and external data.
- Analyze workforce acquisition needs from multiple perspectives, including department levels, skills, geography, costs and/or business units.

Growth: *Develop essential skills for today's star performers and tomorrow's leaders.*

- Accurately evaluate the costs of workforce acquisition versus outsourcing, training or promoting internal candidates.
- Understand your talent mix and potential skills gaps at any time.
- Be ready to deploy people into new roles at technical, managerial and leadership levels.

Retention: *Identify and retain critical talent.*

- Quantify replacement needs this year, next year and over the next five years.
- Track and analyze critical skills, and predict which skills will be lost and when.
- Identify who is likely to leave and who should be targeted for retention efforts.

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- "With every new retiree, the government is losing important institutional knowledge. The government must act aggressively now in analyzing acquisition workforce trends so that a brain drain does not develop..."

Senator Daniel Akaka, D-Hawaii

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- "Acquiring, Developing, and Retaining Talent: Faced with a workforce that is becoming more retirement eligible and finding gaps in talent, agencies need to strengthen their efforts and use of available flexibilities to acquire, develop, motivate, and retain talent. Agencies are not uniformly using available flexibilities to recruit and hire top talent and to address the current and emerging demographic challenges facing the government."

Highlights of GAO-07-556T, a testimony before the Subcommittee on Financial Services and General Government, Committee on Appropriations, US House of Representatives.

Identify, assess and mitigate workforce risks

You've probably heard executives say at some point, "Our employees are our most important assets." But you know those employees can leave at any time.

Losing critical talent puts an organization at risk. But who is critical, and who is likely to leave? Which ones do you wish would go? Among the latter, should you dismiss or reassign? What is the profile of employees with a higher-than-average absenteeism? Are poor managers having a detrimental effect on performance? If you have solid answers to these questions, you can mitigate the risks or minimize the impacts.

Without a risk assessment tied to workforce insight such as seasonal absences, resignation trends, behavioral information or length of stay, managers could be blindsided by loss of critical workers, skills or leadership. The results could be serious: reduced efficiency and effectiveness, poor employee morale or inability to meet the agency's mission.

You can prevent organizational risk by devising contingency plans based on insight and foresight into risk issues. With advanced analytics and easy-to-use interfaces now available, business users can extract new insight from existing data without having to become statisticians themselves. Assess risk on an organizationwide level by integrating workforce and relevant business and third-party data for comprehensive risk analysis. For example:

- Forecasting capabilities to enable managers to accurately plan headcount and skills for any area, even as the organization undergoes changes.
- Descriptive and predictive modeling to enable managers to analyze the past and look forward to spot trends in key factors related to voluntary termination, absences and other sources of risk.
- Optimization to help determine the best combination of resources within a given set of constraints. For example, you could determine how to allocate merit increases to maintain the best internal and external pay equity.

■ "In an industry that otherwise reports 20 percent employee turnover, the SAS® churn rate averages about five percent, saving us millions of dollars every year. Using SAS® Human Capital Management, we make workforce decisions with facts. When we invest in the right employee initiatives, we are able to attract and retain the best talent, and workforce productivity increases."

Don Parker,
Chief Financial Officer, SAS®

Other activities to consider:

- Identify which employees are at the highest risk of voluntarily leaving the organization.
- Measure, monitor and predict the effect of risk factors over time.
- Build weighted risk factors into strategic human capital management plans.
- Recognize the strengths and vulnerabilities of your work force.
- Determine the impacts of organizational change on employee performance.
- Develop contingency plans based on trends such as seasonal absences.
- Mitigate risk by predicting where vacancies and leadership needs are likely to occur.
- Reduce risk by understanding workforce supply and demand patterns, and creating strategies with additional labor sources to meet that demand.

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- Advanced analytics enable business users to identify and minimize risk by predicting workforce changes and analyzing associated costs.
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Plan for agency, compliance, governance and administration change

Governments change. Citizens change. Mandates change. Agencies and their programs also change. Although an organization's mission may remain constant, the requirements on how and the ability to support those missions – including compliance, mandates and funding issues –change. Competitive Sourcing (A-76), the President's Management Agenda, and the CHCO Act of 2002 each have influenced public sector HR priorities. No doubt, more government "accountability" requirements are on their way. Navigating these changes can be a difficult challenge for HR professionals. Change without an effective human capital management plan can lead to disaster, or certainly increased risk.

The CHCO needs to be at the forefront to help leaders make critical decisions, support governance and compliance and adjust the plans for the new reality. Being armed with workforce intelligence allows this to happen. To get these answers, organizations need an accurate and comprehensive view of the potential effects across sites and agencies. Again the analytical human capital data mart provides the single source of workforce information.

In dealing with change, the ability to model what-if scenarios and run simulations to safely evaluate strategies with limited risk helps you to identify the possible impact on the work force, finances and the agency. Optimization technology can arm you with the ability to identify the best possible combination of resources and conditions, given a broad set of weighted factors and constraints. With in-depth analysis, human capital decisions can be made safely and strategically while undergoing change.

Other activities to consider:

- Use third-party information to determine best practices in salary planning and organizational structure.
- Perform organizational and geographic analysis with greater accuracy and speed.
- Visually track, analyze and view change results over time.
- Use analytics to evaluate the effect of planned changes on the organization, costs, employees and citizens.
- Test alternate scenarios in modeled simulations before implementing a change plan.

■ "We can identify the regions that are most attractive to people with specific occupational qualifications ... This is information that can be used for trend analysis and planning purposes. It will have an impact on recruitment and training plans for the future."

**Human Resources Consultant,
Regional Government Agency**

■ Being able to anticipate change is one of the most difficult challenges organizations face. The CHCO needs to be proactive to analyze and predict future workforce needs, develop strategies to address them, and communicate the strategy throughout the organization.

Synchronize financial and operational workforce strategies

Tired of getting your training budget slashed again? Budgets often get cut because there's no understanding as to where the money is going or how the given program will support the agency's mission or goals. Developing these plans has not been a focus for HR. What's more, very few can accurately predict next year's HR budget; more than 80 percent will miss the mark by more than 25 percent. Human capital planning decisions are then dictated by generic budget allocations, rather than from collaborative and strategic planning.

Historically, the HR budget had been framed on the most basic information, such as salaries and general workforce costs. HR leaders need this budgeting activity to reflect more granular understanding – such as detail on absences, overtime, training costs, headcount, salaries and other compensation – as well as a defensible position on how these costs drive value for the organization. For example, accurately forecasted needs (such as next year's training budget that includes who needs to be trained and for what purpose) can add a level of transparency that finance and agency leaders need to make smarter decisions. This accuracy, granularity and transparency is increasingly important as government agencies rely more and more on outsourcing of not just tactical functions, but key functions, which add a cost burden that may be hard to justify.

Activities to consider:

- Integrate your human capital plan with the agency's budgeting and planning system to create more granular and specific budgets and plans that best reflect the organization's goals.
- Develop accurate acquisition budgets for current needs and the upcoming year.
- Produce indicators of budget misses at least six months in advance.
- Perform proactive and real-time workforce planning.
- Predict vacancy rates and use the remaining budgeted allocation for more salary and benefits.

■ “[Using SAS®] expense trends are verified with benchmark analysis, and payroll simulations verify the impact on expenses due to organization structure modifications. There is better management of assigned personnel roles, and a better recruitment system. We can also now make yearly cost calculations. Further, we have the ability to perform analyses of absenteeism by operation unit and pinpoint absence peaks, as well as detail best attendance for use in a reward system.”

**Resources Consultant,
Government Agency**

Case study: A local government agency

Tracking individual information is critical to budgeting and planning by the county's Office of Human Resources, which has more than 9,000 positions and 12,000 employees in its mainframe payroll database.

Using SAS® Human Capital Management, this agency provides an effective program to attract, develop and retain a diverse, high-performing and well-qualified work force. To accomplish their mission, county officials combine various sources of personnel data, such as information about salaries, EEOC and Affirmative Action compliance, recruitment and retention, compensation analysis, job classification studies, union negotiations and workforce planning. Their goal was to find a single place where core business data could be easily retrieved and analyzed for efficient administration and budget planning.

The analytical tool they used to search through mainframe human resources information sources only allowed one query at a time. Trying to get answers to 20 or 30 questions was time-consuming and cumbersome. When answers couldn't be turned around in a 24-hour period, the need had often already passed.

Dollars needed to be tracked to determine budget allocations for job positions. Vacant positions needed to be monitored for savings. Actual expenditures needed to be consolidated from the isolated islands of information maintained on a mainframe system. Since data access was a primary concern, administrators wanted a system that would allow multiple users with varying technical skills to be able to make their own information requests on their PC. The goal was to get subject-specific, multidimensional HR analysis information into the hands of those who needed it, when they needed it, so county officials could make informed, proactive decisions.

SAS® Human Capital Management enabled them to integrate a number of HR-related subjects into a single storage facility with a common, easy-to-use interface and provided the agency with the needed workforce intelligence. Holiday time, pay grade changes, overtime pay and collective bargaining with unions are among the issues that can be dealt with more effectively because the data is readily accessible. Employees also have the capability to analyze trends and predict future personnel spending patterns, which before were not possible.

See more [SAS® Human Capital Intelligence customer success stories](#).

SAS® Human Capital Intelligence

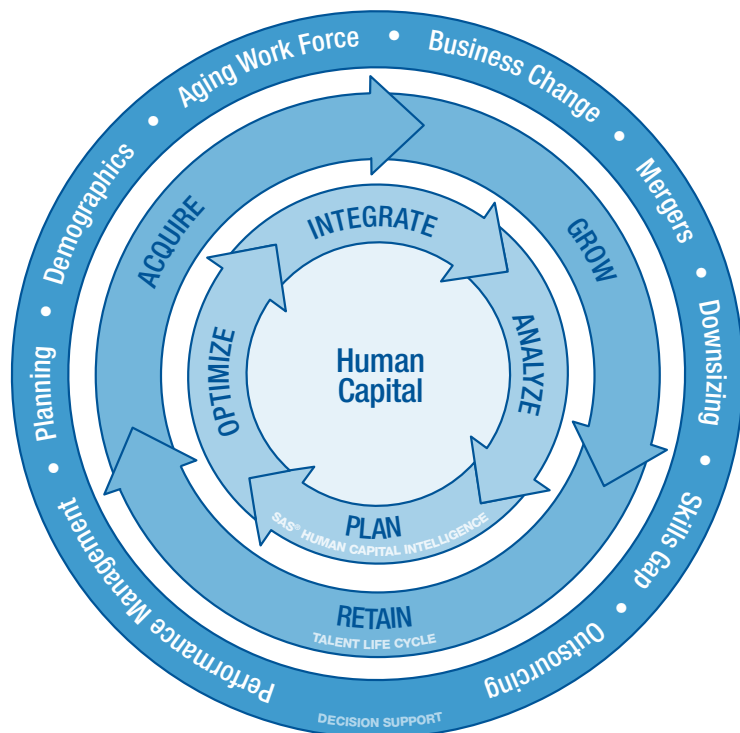


Figure 1. SAS® Human Capital Intelligence empowers the CHCO to align the human capital and organizational plans in a truly strategic way.

Organizations around the world use SAS Human Capital Intelligence to manage the work force in a more strategic way. With SAS Human Capital Intelligence, you can:

- Integrate the data that is scattered throughout the organization – and enrich it with third-party and benchmarking data – to gain a holistic view of the work force.
- Analyze workforce conditions, strengths and vulnerabilities on a departmental and enterprise level, to identify trends, risks and skills gaps, and to align the work force with current and future goals.
- Plan a human capital strategy that aligns with agency mission, and goals – then measure, monitor, prove and improve the effectiveness of that strategy over time, using a human capital scorecard.
- Optimize the work force with the ability to model and perform “what if” scenarios under various conditions and constraints, and to develop and validate strategies in a low-risk environment before putting these strategies in action.

■ SAS® Human Capital Intelligence integrates data from nearly every source and loads it into a human capital data mart, where it is cleansed, integrated and made analysis-ready. The result is a single, trusted view of your work force.

■ Only SAS® offers a predictive analysis retention model to indicate which employees are most likely to leave an organization, and why.

The potential gains are enormous. HR leaders can improve their organization's performance, innovation and agility. They can reduce the costs and risks while improving performance. They enhance the value, productivity and esprit de corps of the work force. And, they gain the analytic insight to perform as trusted, strategic advisors to agency leaders and the executive team.

The leader in business intelligence and analytics

SAS provides every capability described in this document – from data management and predictive analytics to human capital and performance management. Solution elements are available individually but are all built on a single enterprise intelligence platform, so you can start with your most pressing need today and expand as your information infrastructure matures. Of particular note, SAS has the broadest range of analytical capabilities, enabling you to identify, quantify and prioritize opportunities, balance risks and resources with rewards, and measure results. By integrating advanced analytics, CHCOs can perform more strategically, with a forward-looking perspective.

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- SAS® helps the CHCO be proactive to analyze and predict future workforce needs, develop strategies to address them and communicate the strategy throughout the organization.
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About SAS

SAS is the leader in business intelligence and analytical software and services. Customers at 44,000 sites use SAS software to improve performance through insight from data, resulting in faster, more accurate business decisions; more profitable relationships with customers and suppliers; compliance with governmental regulations; research breakthroughs; and better products and processes. Only SAS offers leading data integration, storage, analytics and business intelligence applications within a comprehensive enterprise intelligence platform. Since 1976, SAS has been giving customers around the world THE POWER TO KNOW®

To find out more about SAS Human Capital Intelligence, visit
<http://www.sas.com/solutions/hrmanagement/>

Visit the sas.com resource center to download these white papers:

- **Performance-Based Budgeting in Government:** Integrating Objectives and Metrics with People and Resources.
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