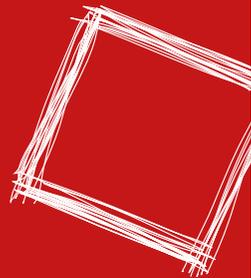
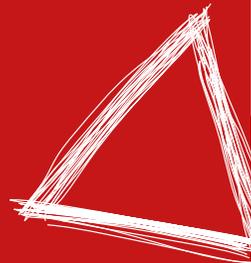
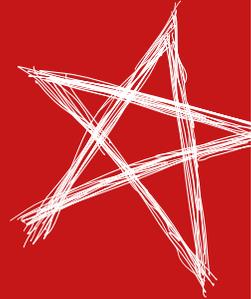
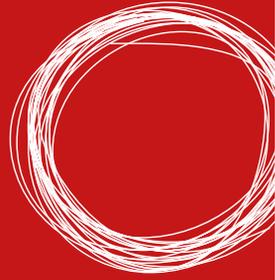


# Human Value

Your International  
HR Solutions Partner.



## Human Value

Your International  
HR Solutions Partner.

Attract, assess and enhance the best talent, promote change and innovation. That is what we do in order to make our customers unique and competitive. We are driven by passion, goal orientation, integrity and reliability.

We are your HR Solutions Partner and we can provide integrated solutions in:

- Search & Selection
- HR Communication
- HR Consulting
- HR Finance

We are an independent company with 12 partners and over 40 staff and consultants. We have offices in Milan, Rome, Bologna and Bergamo.

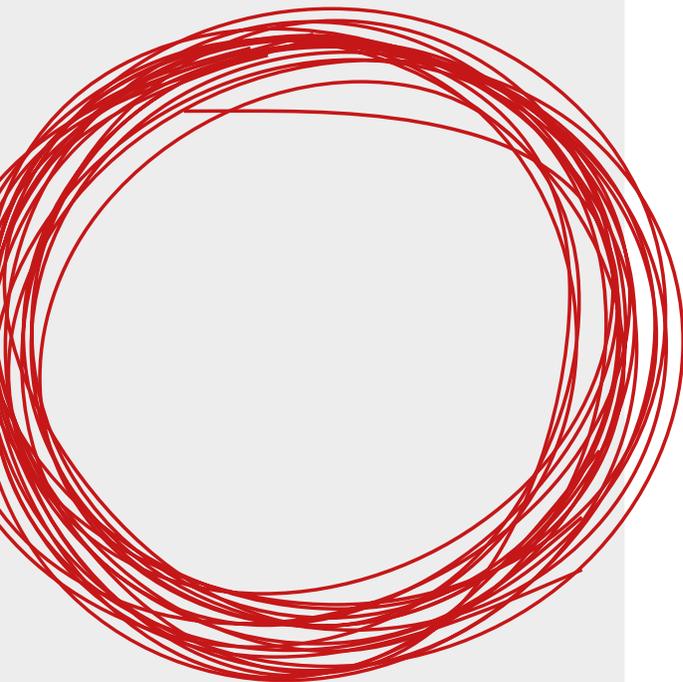
We are members of the CFR Global Executive Search and TMP Worldwide networks which enables us to manage projects on a worldwide scale. We can count on the expertise of more than 1.800 colleagues in 40 countries.



# Search & Selection

Seek, assess  
and select prime  
resources.

As partners of the CFR Global Executive Search network, we are specialized in Search & Selection, Consulting and Recruitment Process Outsourcing solutions.



## Direct Search

Head hunting is in our DNA and not only for top management posts. We help our clients build up a target list of companies on the basis of the Industry/Expertise required and pinpoint the resources on-line. The service was devised for roles requiring specific competencies and accuracy and discretion are assured.

## Combined Search

We complement the direct search by seeking candidates through the use of varied sources like databases, web career sites and professional networks.

## Company & Function Mapping

The benchmarking process allows us to get to know the structure of a company, the different functions, the expertise, the roles and the ways human resources are organized in a given industry or a particular company.

## Talent Pool

This service is for those clients who regularly search for people with a specific professional profile and it allows us to build up a pool of qualified candidates from which to choose.

## Large Project Recruiting

This service was devised for companies that have to hire several resources with the same professional profile. We plan advertising campaigns, take responsibility for multichannel sourcing – head hunting, specialized databases, e-recruitment – and we manage the selection process both through assessment activities and through individual interviews.

The service can be customized in any one of these phases:

- Advertising
- Corporate presentations
- Aptitude tests
- Reporting

## Assessment

To ensure the accurate evaluation of the cognitive, relational and behavioural aspects of candidates, we design, plan and implement Group or Individual Assessments.

## Recruitment Process Outsourcing

We offer our clients the opportunity to use our Recruiters On Site to manage their recruiting processes on a temporary basis.

## Market industries

To satisfy our clients' requests for managers for highly qualified roles in a timely fashion, we have consultants with a deep knowledge of the following markets:

- Industrial, Engineering, Energy
- Life Sciences & Healthcare
- Technology & Communications
- Consumer
- Financial Services
- Services

## Our Network

We are members of CFR Global Executive Search. The Network was founded in 1997 with the aim of bringing together independent Executive Search companies with a consolidated market presence and is made up of professionals and target market experts who share common values of professionalism and commitment towards their Clients and Candidates.

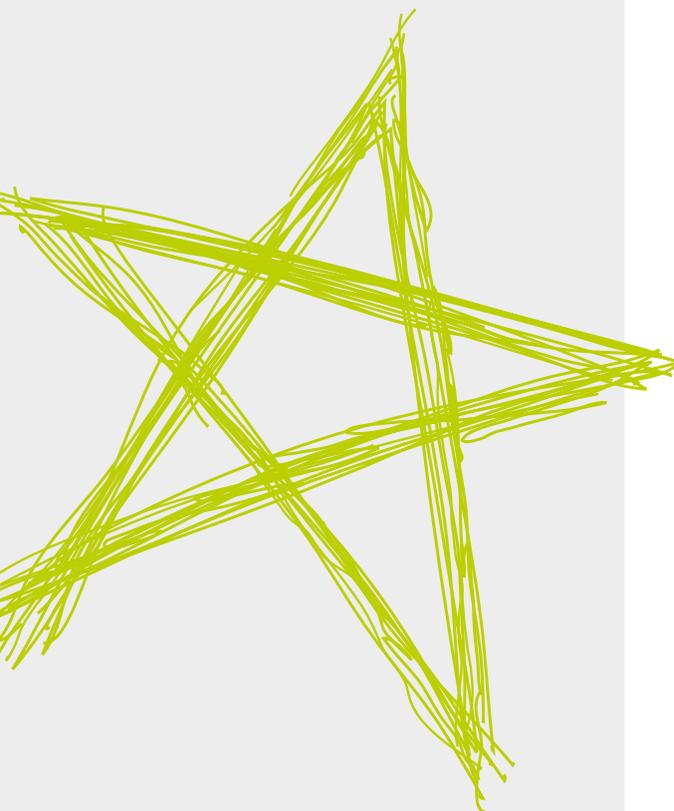
- 30+ Countries
- 60+ Locations
- 300+ Consultants
- 1 single Global Network

For further information:  
[cfr-group.com](http://cfr-group.com)

# HR Communication

Attract, Engage, Retain.

We develop strategies for Employer Branding, Employee and Corporate Communication, Campus Events, to attract, engage and motivate the best talent.



## Employer Branding

To become an Employer of Choice, it is absolutely necessary for companies to develop their Employee Value Proposition (EVP).

The EVP includes attributes, distinguishing characteristics and the “core career promise” that can be unequivocally linked to the employer. These are identified through the analysis of:

- **Identity:** focus groups and engagement surveys to highlight the strengths of the company
- **Profile:** interviews with top management to single out the reasons for joining a company, career development prospects, the business model
- **Image:** analysis of the positioning of the employer in the market thanks to the partnership with Universum

Following this analysis, the EVP will be defined and shared and can be validated together with a focus group. An Employer Branding Toolkit will then be prepared to ensure the correct use of the employer brand in all corporate communications and collateral.

## Candidate Attraction & Campaign Management

To choose the most appropriate channel for the target in question, manage the planning, monitor the performance to optimize it and measure the results are all things we do to successfully promote the Employer Brand.

## Campus Events

Campus Events are the best way to facilitate meetings between university students, new graduates and the corporate world. Our team organizes **career days and job cafés** in the most important Italian universities with which we have a long standing and trusted relationship.

## Internal Communication

Internal communication is a key factor in the success of a company that wants to meet the challenges brought about by globalization and rising competitiveness, thanks to a strong commitment to goals by the stakeholders.

Our approach, which is analytic and customizable, begins with a preliminary analysis of the goals and the context, as well as the definition and implementation of the communication strategy which sustains the plans and projects of:

- **Change Management**
- **Diversity & Inclusion**
- **Onboarding**
- **Retention & Engagement**
- **Vision, Mission & Values sharing**

## Creative Services & Marketing Materials

We devise creative concepts which are coherent with the Employer Branding Toolkit or with Corporate guidelines. Using the creative skills of our internal team we can cover all our clients' needs: **from printing requirements, to the production of employer branding videos, to the use of the web and the most innovative technologies available.**

## International partnership

Our partnerships with **TMP Worldwide, Universum and LinkedIn** make us a trusted partner, able to develop global communications campaigns using the most modern best practices.

# HR Consulting

Get the most out of your resources to enhance the enterprise.

We help people express themselves to the best through consultancy and training programmes aimed at their improvement. We believe in people, in their growth and the strengthening of their competencies and behaviours.

## Change Management

We help enterprises and people to develop their aptitude and ability to change. We use an inter-disciplinary approach which brings together our expertise in the area of enterprise processes, people development and internal communications – to make the transition a success, shorten the learning curve and involve management and staff.

## Talent Management & Succession Plan

The up and coming generation of talent has different expectations of the enterprise and is a resource to be managed using new tools and models. A clear strategy for managing this talent has to be defined in order to identify those suitable for leadership roles. Research indicates that the three criteria of **Aspiration, Ability and Commitment** are the factors that allow us to determine who will be successful in a management role.

## Performance Management

Performance management in a company can be defined as “a series of processes, methodologies, metrics and systems that serve to measure and manage how an organization is performing”.

Based on the job descriptions and the company values, we guarantee full methodological and operational support in drafting evaluation sheets for every single role.

## Competency Model

The definition of competency and the description behaviour is the first step towards carrying out the mapping and evaluation of the level expressed. Our consultancy provides full support in deciding the required level of competency for a specific role and in planning the growth path of the employees.

## Coaching

The aim is to encourage active learning, raise the sense of responsibility, enhance self-awareness, focus on areas of potential improvement and promote the daily use of the concepts assimilated. Our coaching solutions are oriented towards specific roles in the enterprise which can be summed up as:

- **Executive Coaching**
- **Professional & Management Coaching**
- **Team Coaching**
- **On Boarding Ramp Up**

## Training

We help people to achieve their best through the planning and execution of training programmes at different levels:

- **Individual Development**
- **Managerial Development**
- **Organizational Development**
- **Outdoor & Emotional Training**

## Assessment Center

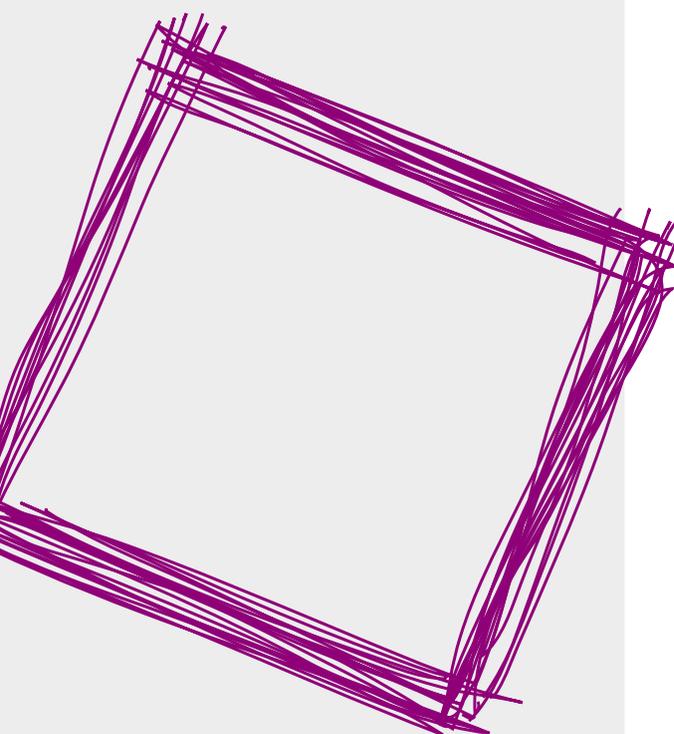
These are indispensable tools for evaluating the widening of responsibility and for defining development plans to sustain growth. They are contextualized, guarantee behavioural prediction and are highly reliable in evaluating the potential and competency. They feature:

- **Individual Assessment**
- **Group Assessment**
- **Development Assessment**

# HR Finance

Make your company more competitive with investment Funds.

We work with companies to find the best terms for financing company training projects through the use of Interprofessional funds.



## Interprofessional funds

These funds are for the training of a company's personnel and the company contributes towards it in the measure of 0.30% to be paid to the INPS.

Access to the funds is free of charge and voluntary. To register, all that needs to be done is to indicate on the form provided by INPS the initials of the fund with which the company wants to register the payment of the 0.30% of the salary total. The Interprofessional funds can be used for company training courses on a geographic or sectorial basis and are for both groups or individuals.

## Access to the Interprofessional funds

Any company can take advantage of this opportunity by simply registering with one of the many funds available. Our team can help in the choice of the fund and the most suitable method of financing for the kind of training required.

We guarantee our clients the acknowledgement of the funds awarded through:

- **Constant checking of the rules and regulations and the tenders and opportunity available**
- **Checking for the eligibility**
- **Help with the application for financing**
- **Study of specific training programmes and their execution**
- **Final reporting on the outcome**

## Planning

We assure our clients that the projects are congruous with their launch schedules and we fully support them in the stages of:

- **Initial concept, planning and execution of training programmes through the various platforms of the funds**
- **Drafting of the Trade Union Agreements necessary for the**

approval of the procedures and, if compulsory, the Steering Committees

- **Submission of the financing project to the Interprofessional Funds by electronic means and hardcopy, meeting all deadlines previously agreed upon.**

## Monitoring

Due to consolidated know how and an efficient and rigorous method of working, we are of substantial support for:

- **Management of the start-up stage following the approval of the Plan (course calendars, student lists, class registers)**
- **Constant updates on the monitoring of the Physical, Procedural and Financial data**
- **Supervision of the evolution of the project and the management of related activities**

## Certified Accounting Report

We aid our clients during the closing stages of the project by:

- **Collecting all financial documents relative to the costs sustained throughout the training courses**
- **Preparing and compiling all of the forms necessary for reporting**
- **Providing support in the choice of the Auditors who will certify the courses**
- **Assisting during the final phase of the transfer of the funds to the current account of the company**

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