



HUMAN CAPITAL MANAGEMENT

PERFORMANCE MANAGEMENT  
E  
WELFARE AZIENDALE

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CHANGE



# nuovo CONTESTO ECONOMICO E SOCIALE

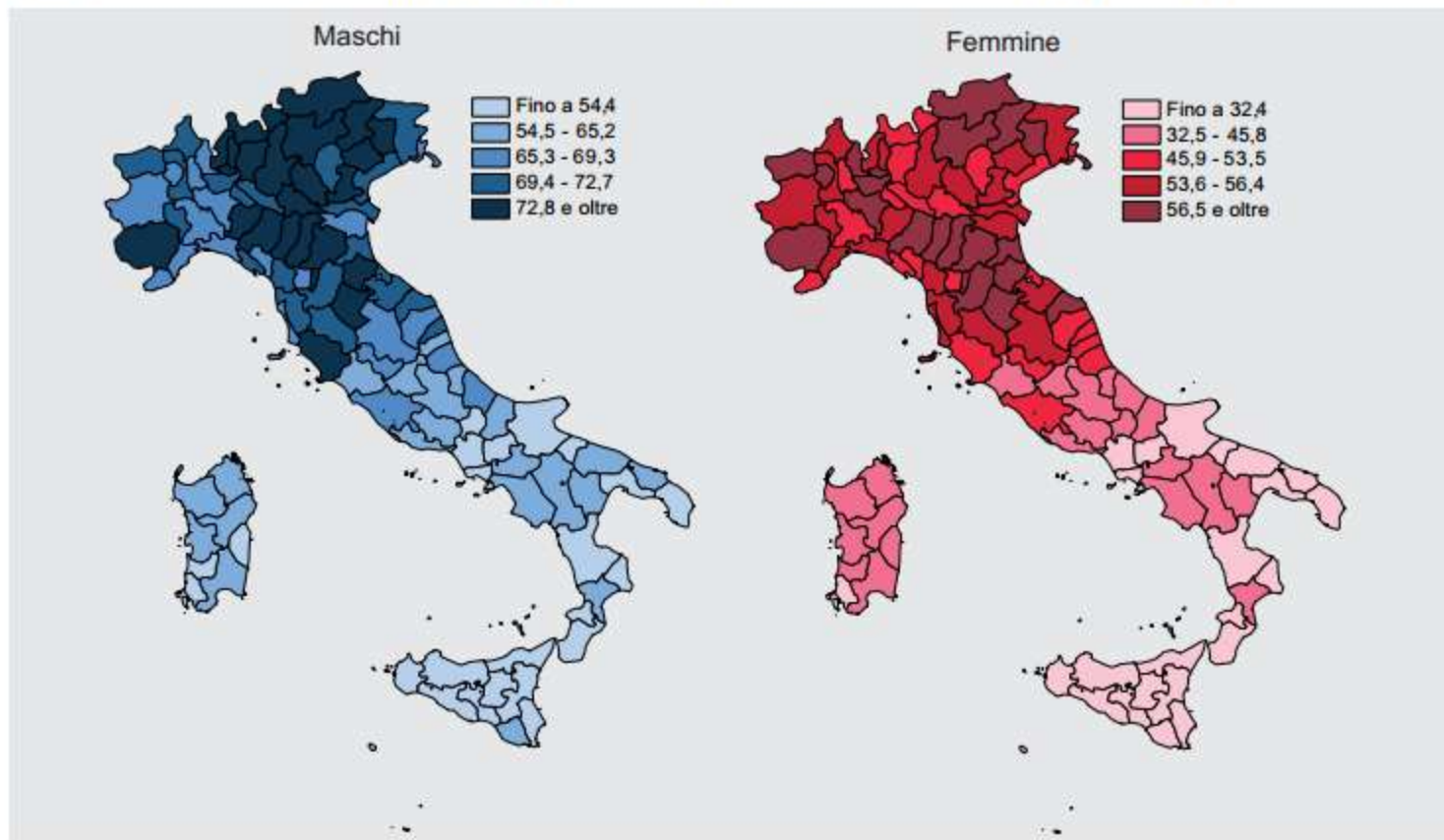
**Tavola 3.1 Tasso di occupazione di 15-64 anni e occupati per caratteristiche - Anni 2008, 2012, 2013** (valori percentuali e variazioni in punti percentuali, valori assoluti in migliaia, variazioni assolute e percentuali)

| CARATTERISTICHE                 | Tasso occupazione<br>(15-64 anni) |             |             | Occupati<br>(15 anni e più) |                         |             |                         |             |
|---------------------------------|-----------------------------------|-------------|-------------|-----------------------------|-------------------------|-------------|-------------------------|-------------|
|                                 | Valori<br>2013                    | Variazioni  |             | Valori<br>2013              | Variazioni<br>2008-2013 |             | Variazioni<br>2012-2013 |             |
|                                 |                                   | 2008/2013   | 2012/2013   |                             | Assolute                | %           | Assolute                | %           |
| <b>SESSO</b>                    |                                   |             |             |                             |                         |             |                         |             |
| Maschi                          | 64,8                              | -5,5        | -1,7        | 13.090                      | -973                    | -6,9        | -350                    | -2,6        |
| Femmine                         | 46,5                              | -0,7        | -0,6        | 9.330                       | -11                     | -0,1        | -128                    | -1,4        |
| <b>RIPARTIZIONI GEOGRAFICHE</b> |                                   |             |             |                             |                         |             |                         |             |
| Nord                            | 64,2                              | -2,7        | -0,8        | 11.776                      | -291                    | -2,4        | -125                    | -1,1        |
| Nord-ovest                      | 63,8                              | -2,4        | -0,4        | 6.779                       | -164                    | -2,4        | -34                     | -0,5        |
| Nord-est                        | 64,9                              | -3,0        | -1,3        | 4.997                       | -126                    | -2,5        | -91                     | -1,8        |
| Centro                          | 59,9                              | -2,8        | -1,0        | 4.746                       | -111                    | -2,3        | -72                     | -1,5        |
| Mezzogiorno                     | 42,0                              | -4,1        | -1,8        | 5.899                       | -583                    | -9,0        | -282                    | -4,6        |
| <b>CITTADINANZA</b>             |                                   |             |             |                             |                         |             |                         |             |
| Italiana                        | 55,3                              | -2,8        | -1,0        | 20.064                      | -1.589                  | -7,3        | -500                    | -2,4        |
| Straniera                       | 58,1                              | -9,0        | -2,5        | 2.356                       | 605                     | 34,5        | 22                      | 0,9         |
| <b>CLASSI DI ETÀ</b>            |                                   |             |             |                             |                         |             |                         |             |
| 15-34 anni                      | 40,2                              | -10,2       | -3,1        | 5.307                       | -1.803                  | -25,4       | -482                    | -8,3        |
| 35-49 anni                      | 72,2                              | -3,9        | -1,4        | 10.433                      | -251                    | -2,4        | -235                    | -2,2        |
| 50 anni e oltre                 | 52,6                              | 5,3         | 1,3         | 6.680                       | 1.070                   | 19,1        | 239                     | 3,7         |
| <b>Italia</b>                   | <b>55,6</b>                       | <b>-3,1</b> | <b>-1,1</b> | <b>22.420</b>               | <b>-984</b>             | <b>-4,2</b> | <b>-478</b>             | <b>-2,1</b> |
| <b>Ue28</b>                     | <b>64,1</b>                       | <b>-1,6</b> | <b>0,0</b>  | <b>216.964</b>              | <b>-5.883</b>           | <b>-2,6</b> | <b>-494</b>             | <b>-0,2</b> |

Fonte: Istat, Rilevazione sulle forze di lavoro, Eurostat, Labour Force Survey

# nuovo CONTESTO ECONOMICO E SOCIALE

**Figura 3.31** Tasso di occupazione per sesso e provincia - Anno 2013 (valori percentuali)



Fonte: Istat, Rilevazione sulle forze di lavoro



## Le 10 innovazioni più importanti per i prossimi anni



### Agricultural Drones

Relatively cheap drones with advanced sensors and imaging capabilities are giving farmers new ways to increase yields and reduce crop damage.



### Ultraprivate Smartphones

New models built with security and privacy in mind reflect the Zeitgeist of the Snowden era.



### Brain Mapping

A new map, a decade in the works, shows structures of the brain in far greater detail than ever before, providing neuroscientists with a guide to its immense complexity.



### Neuromorphic Chips

Microprocessors configured more like brains than traditional chips could soon make computers far more astute about what's going on around them.



### Genome Editing

The ability to create primates with intentional mutations could provide powerful new ways to study complex and genetically baffling brain disorders.



### Microscale 3-D Printing

Inks made from different types of materials, precisely applied, are greatly expanding the kinds of things that can be printed.



### Mobile Collaboration

The smartphone era is finally getting the productivity software it needs.



### Oculus Rift

Thirty years after virtual-reality goggles and immersive virtual worlds made their debut, the technology finally seems poised for widespread use.



### Agile Robots

Computer scientists have created machines that have the balance and agility to walk and run across rough and uneven terrain, making them far more useful in navigating human environments.



### Smart Wind and Solar Power

Big data and artificial intelligence are producing ultra-accurate forecasts that will make it feasible to integrate much more renewable energy into the grid.

# nuove TECNOLOGIE



## nuove TECNOLOGIE



# nuove TECNOLOGIE



Biomedicale



Automotive

# GENERATION



# nuove GENERAZIONI



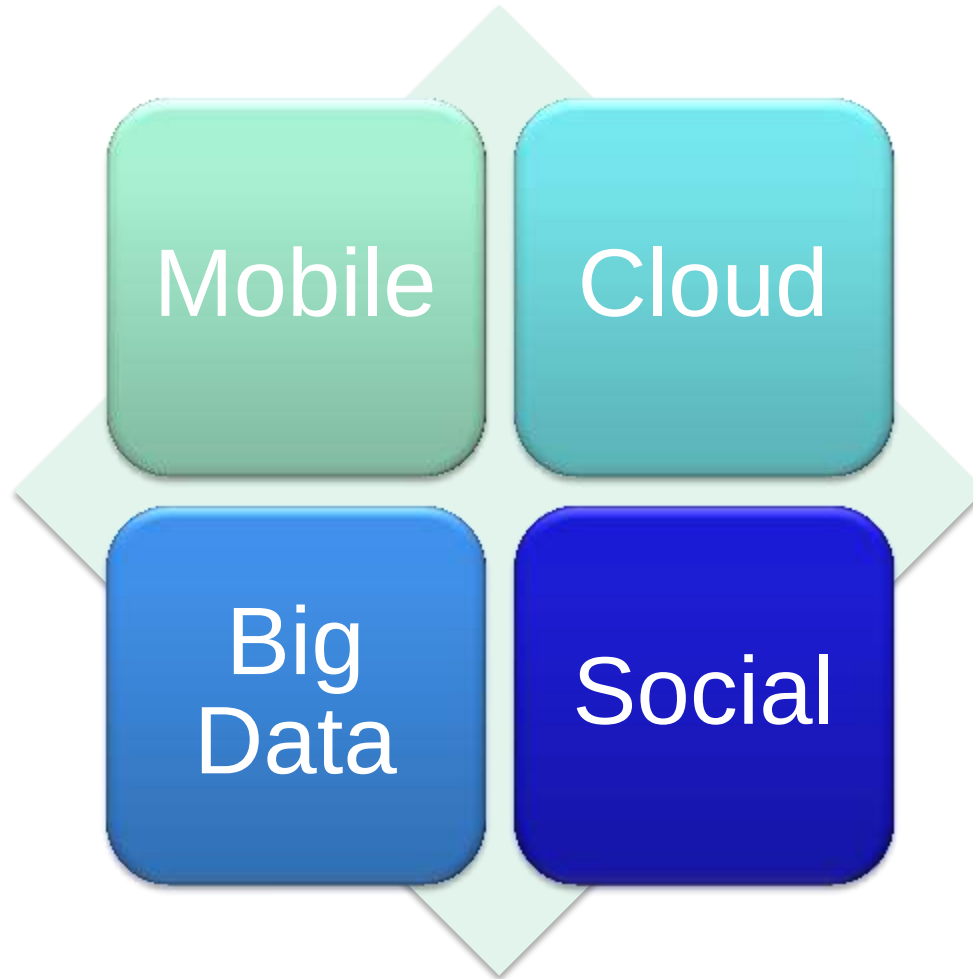
# DIGITAL INNOVATION



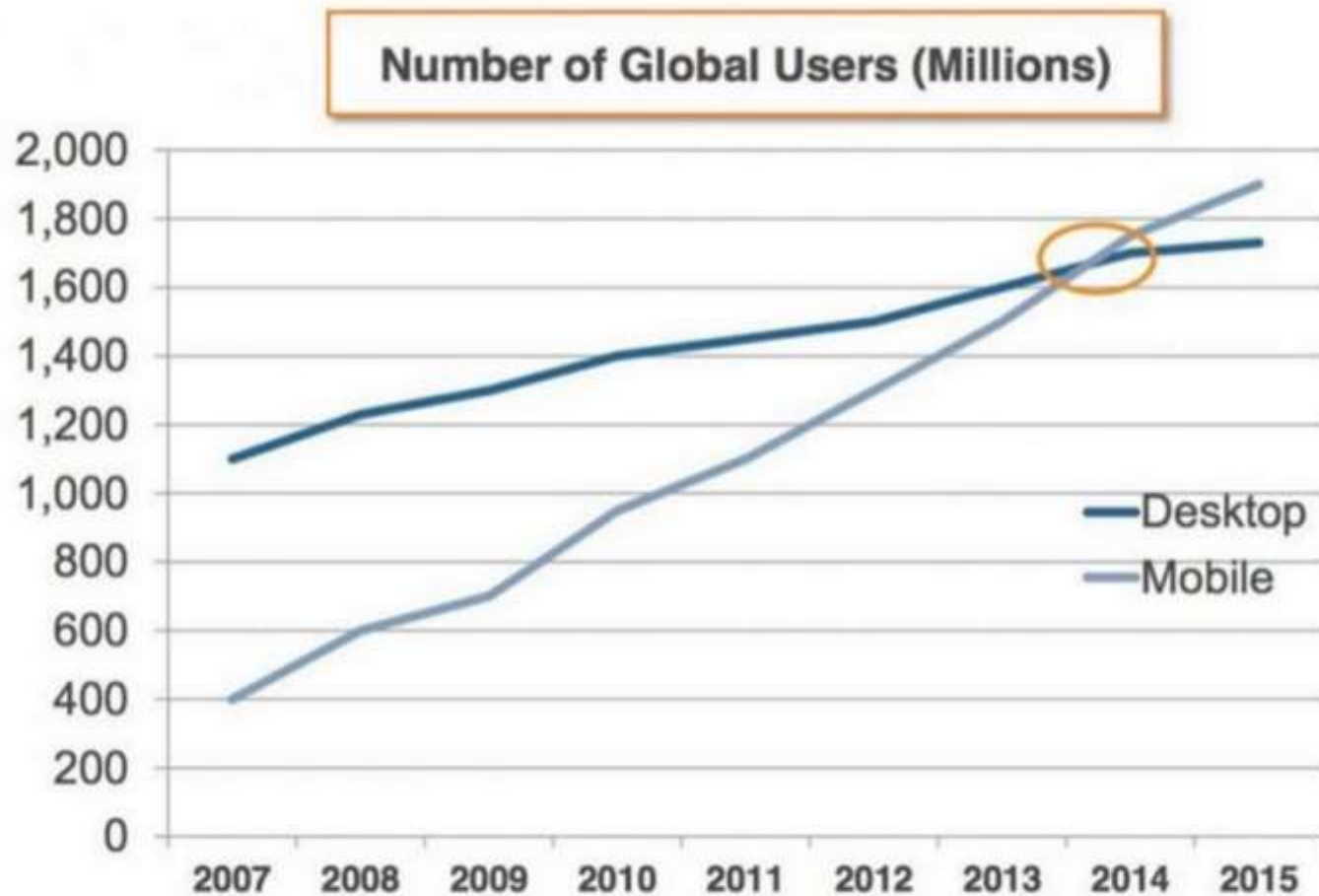
Che cos'è?



Non è un orologio



# digital INNOVATION



Source: Morgan Stanley Research

NEW HR



new HR

## GLOBAL SERVICE



## PEOPLE



## PROCESS



## TECHNOLOGY

## new HR





# PERFORMANCE & WELFARE

# 90%

Decisioni retributive collegate ai risultati del Performance Appraisal

Indagine Mercer 2014

# piani di incentivazione

**CASH**

**CASH+WELFARE**

**60**

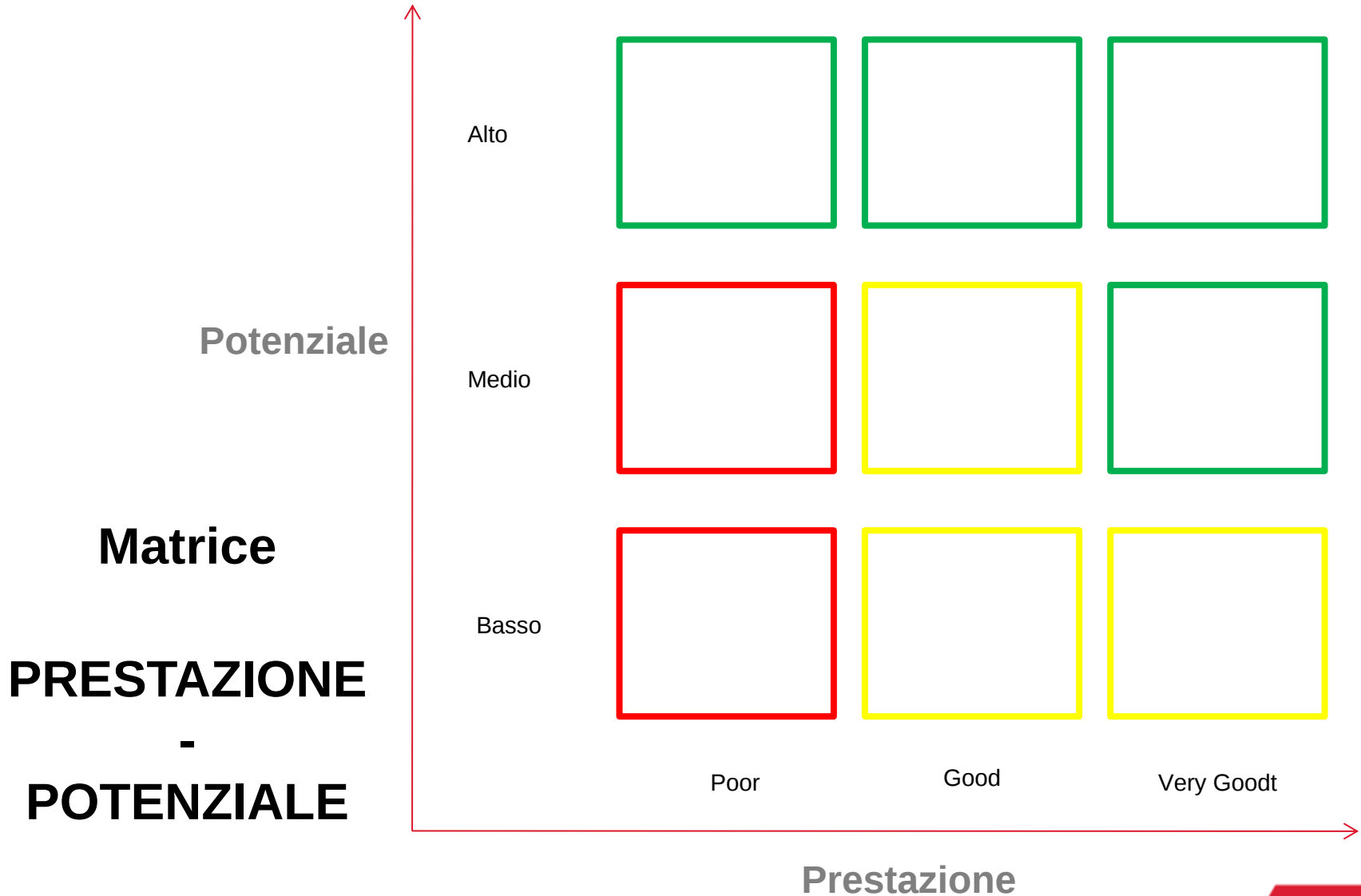
**40**



- Produttività

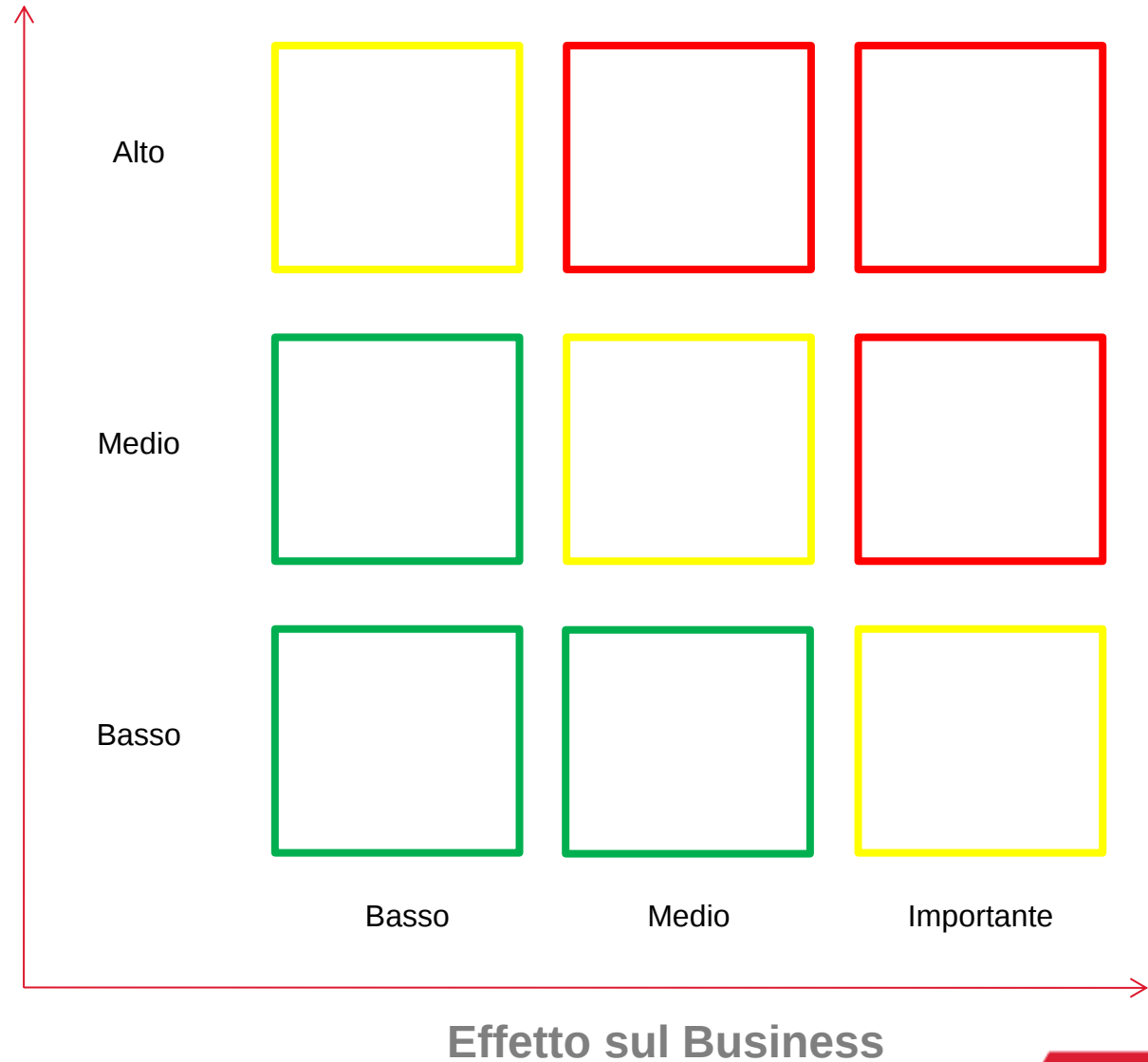
- Performance

# PERFORMANCE & WELFARE



## Matrice del RISCHIO

Rischio di uscita



# PERFORMANCE & WELFARE

