

The 2005 HRO Superstars



Everything in HRO, even the Superstars list, is growing faster than the popularity of SpongeBob SquarePants. Last year's HRO Superstar list was 120 names. This year's grew to 138. Last year's list only cited the names, companies, titles, and accomplishments of the Superstars. This year's list adds a full biography, Superstars' answers to HRO trend questions, and photos (except for a couple reluctant Superstars for whom too few post-childhood pictures exist).

In addition to being bigger, this year's HRO Superstars list is also easier to use. We have limited the categories to four: Buyers, Providers, Advisors (including media pundits), and European Leaders.

But one thing stays the same with the HRO Superstars. We always accompany this list with our ever-popular Mega-Trend Predictions. This year, there are three. And here they are:

One: As of November 2004 (as this issue is going to press) there are 27 Tier 1 (enterprise-level, end-to-end) HRO providers. We predict there will be 24 next year (an 11 percent shrinkage) due to consolidation. This is a natural process—a trend that will take the number of Tier 1 providers down to the mid-teens by 2008.

Two: While the number of providers will be down, the volume of Tier 1 HRO contracts in 2005 will be double (that's two times, 200 percent) that of 2004. Now that the election-year noise is gone, lots of contracts will get signed. Come on in, the water is fine.

Three: If 2004 was the Year of the Middle Market—the year when sub-5,000-employee early-adopter companies started outsourcing major HR and F&A functions—then 2005 is the Year of the Early Majority. You know the Early Majority. The Early Majority is the group to adopt trends right after the Early Adopters. Early Adopters are those who would rather be first than right—they are the pioneers. The Early Majority are less bold. They will buy the second house in a new neighborhood but not clear the trees to build the first house. And we know one thing about Early Majority markets: They get big, quickly. All hail the Year of the Early Majority. Early Adopters can take heart. In the case of HRO, you made the right call.

So now, it is on to the 2005 HRO Superstars list. Our special thanks to our top-secret panel of Superstar advisors (you know who you are—we trust you to keep a secret). Other special thanks to Editorial Assistant Denise Doig for doing a lot of the work to track down photos and bios. All credit (or blame) for inclusion on the 2005 HRO Superstars list is ours here at *HRO Today*. And since the selection process is over for this year, you can now stop those e-mails bribing us with use of your time share in Kalamazoo.

—Jay Whitehead, Publisher

2005 HRO SUPERSTARS

Top HRO STARS

BUYERS

The 44 superstars listed here are the people most responsible for the growth of the HRO industry. They are the leaders who recognize that HR is about more than processes. It is about strategy and vision. And due to their vision, the HRO industry continues to mature and improve. Kudos to you, HRO buyers.

SUPERSTAR	ORGANIZATION	TITLE	WHAT MAKES THEM SHINE
Gus Agostinelli	Atrium Companies	SVP of HR	Opening Atrium's door to HRO
J. Steele Alphin	Bank of America	Corporate Personnel Executive	For dual-provider HRO
Tyler Benjamin	Jose Cuervo International	HR Manager	Took a shot at HRO and liked the taste
Terry Bickham	TSA	Asst Administrator, Workforce Performance	A member of the TSA HRO Troika
Sharon Brewer	State of Texas	Director of HR, HHSC	HRO the Lone-Star way
Kay Coles James	U.S. Office of Personnel Management	Director	The world's largest potential HRO customer still has lots of potential
Kay Cooke	Worthington Industries	Benefits Director	Employing high-tech HRO in a low-tech business
Denise DePrima	New York City Off-Track Betting	SVP of IT	For betting on a new HRMS system
Donna DonFrancesco	Precyse Solutions	Corporate VP of HR	Outsourcer in one domain outsources in another
Darryl Fry	ComUnity Lending	Corporate Leader/Customer Advocate	Saw PEOs as a competitive advantage for his 1,500-employee firm
Kathleen Geier	Goodyear	SVP of HR	Using HRO to do HR without spinning wheels
Ray Goldberg	Lucent Technologies	HR VP North America Operations	A long-time believer in HRO keeps the faith
Mirian Graddick-Weir	AT&T	Executive VP of HR	A clear connection to HRO
Donald Harper	Goodyear	VP North America, Shared Services HR	His HRO choice brought good times to Goodyear
Albert Hawkins	State of Texas	Executive Commissioner, HHSC	Rounding up the HR team for Texas
Don Jannazzo	Brown Brothers Harriman	Managing Director	Bringing better benefits to Wall Street brokers
Cydney Kilduff	Kellogg	Director, Recruiting & Staffing	HRO... it's grrreat!
Steve Kiwicz	TRW Automotive	Vice President, Compensation & Benefits	Believing in the benefits of HRO
Rob Kosier	Stratosphere Casinos	Executive Director	Improving the odds with HRO
Hugh MacDonald	CIBC	HR Operations and Knowledge Mgmt	Banking on HRO

"Funnily enough, the most important area of HRO may not be HRO. HRO may simply be a stepping stone on the way to the implementation of horizontal workflow—a sort of Administrative BPO—which links a firm's HR, finance, operations, and other transaction processing." — Hugh MacDonald, CIBC

Leonidas Ralph Mecham	Administrative Office of the U.S. Courts	Director	A good judge of HRO
John Mlynski	Regus	former President and COO	Real-estate outsourcer outsources HR
Jake Murdoch	Deseret Mutual Benefit Administrators	Pharmacy Benefits Manager	Saw that HRO was a perfect prescription for specialty benefits
Maria Norman	Northrop Grumman Corporation	Corp Director, Benefits Strategy & Design	HRO defends the benefits of their employees
Jim Pappas	Barnes Group Inc. (BGI)	Manager, Corporate Staffing	Big HRO dreams for BGI
Rose Patten	BMO Financial Group	Senior EVP of HR	Master of cross-border HRO
Fred Paulenich	Levi Strauss & Co.	SVP of Worldwide HR	HRO helped them continue to bring you casual Fridays
Rick Perry	State of Texas	Governor	Texas trailblazer for HRO
Luigi Pierleoni	P&G	HR Director	Four Words: World's Largest HRO Contract
Bob Placko	Motorola	SVP & Director of HR	Still rockin' and rollin' Motorolans
Gill Rider	Accenture	Chief Leadership Officer	Practicing what they preach
Randy Ross	Best Buy	VP of HR	For the best buy in HR, this retailer chose HRO
Gale Rossides	TSA	Chief Support Systems Officer	8 employees to 64,000 in one year through HRO
Margaret Savage	BT Group	Director, HR Strategy & Systems	Answering the call for HRO on the first ring
Ellen Schlosser	Volvo	Exec Director HR Strategy	HRO is the safe, sensible solution for Volvo
William Simon	State of Florida	Secretary, Dept of Mgmt Services	The sunshine state takes a shine to HRO
Eric Smith	Stanley Steemer	VP of HR	Insisting on clean background checks for this cleaning company
Judy Sonnett	Borden Chemical	VP of HR	Formula for middle-market HRO success
Sharon Taylor	Prudential Financial; HROA	VP of Corporate HR; HROA Vice Chairman	Pioneer of <i>Fortune</i> 500 HRO
Wanda Thompson	State of Texas	Deputy Executive Commissioner, HHSC	Teachin' Texans about HRO
Jeff Wells	Circuit City	Senior VP of HR Training	Brought HRO to this big-box retailer
Sue Welscheid	Air Canada	Vice President, People	No turbulence in this HRO deal
Richard Whitford	TSA	Assistant Administrator for HR	Former OPM staffer used HRO to ramp up TSA in record time
Kerrie Wolfe	Hershey	Director, Strategic Staffing	Recruitment process outsourcing tastes sweet to Hershey

2005 HRO SUPERSTARS

WHO'S WHO: Buyers



GUS AGOSTINELLI
Senior Vice President of Human Resources,
Atrium Companies

Agostinelli has served as SVP since March 2002, and as VP of HR since January 2001. Prior to joining Atrium Companies, Agostinelli was VP of HR for Dal-Tile International, and VP of HR for Alcoa Fujikura, Ltd. He has held senior-level HR positions with PPG Industries in Pittsburgh, PA, as well as PPG Industries Canada, Inc. and American Can International. Agostinelli is an active member of the HR Strategic Forum in Dallas, TX. He is a graduate of McMaster University in Hamilton, Ontario holding a BA in Sociology with a minor in Psychology.



J. STEELE ALPHIN
Corporate Personnel Executive, Bank of America

Alphin is a member of BOA's Operating Committee and the Exult Advisory Council. He joined the bank in 1977 and in 1980 he became a compensation analyst in Personnel. He moved to Tampa in 1984 as the Regional Personnel Manager and was named Personnel Director of the Florida bank in 1985. Alphin returned to Charlotte in 1988 as Corporate Personnel Division Executive for the Eastern bank, with personnel responsibilities for the General Bank, Institutional Bank, Credit Policy and Recruiting. In 1992, he was the Corporate Personnel Division Executive supporting the General Bank, Asset Management Group, and Financial Products and in 1994, had nationwide responsibility for the personnel functions of the Consumer & Commercial Bank and Wealth Management. He was named Corporate Personnel Executive in 1999. Alphin earned his bachelor's degree from UNC Chapel Hill.



TYLER BENJAMIN
HR Manager, Jose Cuervo International

Benjamin's responsibilities have included developing the infrastructure for the HR Department, driving and supervising the strategic development and execution of each new HR-related initiative, and integrating and aligning each of these initiatives with the overall business objectives of JCI. Prior to joining JCI, Benjamin was responsible for the development, management, and integration of HR departments at technology and internet start-ups, BountySystems, Inc. and sixdegrees.com. He graduated from Bucknell University with a BA in Economics and Spanish and is currently an MBA candidate in the Langone Program at NYU's Leonard N. Stern School of Business.



TERRY BICKHAM
Assistant Administrator for Workforce Performance and Training, Transportation Security Administration

Bickham leads TSA's efforts in developing a world-class training and performance program that integrates Human Performance Technology into TSA's strategic human capital investment strategies. Most notable are the training programs for the federal airport screener workforce and other related transportation security initiatives. Bickham was a highly successful training and education executive in the private sector, developing state-of-the-art, global training delivery systems. After September 11, he left a successful corporate career to join TSA and once again contribute to our national security. He is a graduate of the U.S. Coast Guard Academy and holds a Masters Degree in Educational Technology from San Diego State University.



KAY COLES JAMES
Director, U.S. Office of Personnel Management

James is an advocate for federal employees and leader of a dynamic agency with more than 3,600 employees nationally. She is the President's principal advisor in matters of personnel administration for the 1.8 million members of the federal civil service. James is chair of the Chief Human Capital Officers Council, a group comprised of the selected officers from cabinet departments and other agencies. Prior to coming to OPM, James served as a leader and manager in government on the federal, state, and local levels and in private, non-profit, and academic settings. She is a graduate of Hampton University.



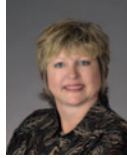
KAY COOKE
Benefits Director, Worthington Industries

As Benefits Director for Worthington Industries, Cooke carries on the torch of innovative manufacturing workforce practices that John McConnell lit in 1996 with profit sharing.



DENISE DEPRIMA
SVP Information Technology, NYC Off-Track Betting

Elected in May 2001 to her current position, DePrima was instrumental in forging a successful outsourcing partnership with Genesys to provide NYC OTB with a modern and efficient HR and payroll management solution in preparation for Y2K.



DONNA DONFRANCESCO
Corporate Vice President-Human Resources,
Precyse Solutions

Donfrancesco has more than 18 years of progressive business and HR experience. She began her HR career with Macy's. Donfrancesco then served as the Director of HR for Medaphis Corporation, now known as Per Se Technologies. She joined the executive team at Morrison Homes and was later recruited to become the VP HR for Colony Homes Management Corporation. Since 1999, she has been instrumental in building Precyse Solutions, a Health Information Management company. She earned her Undergraduate and Masters Degrees at the University of Rhode Island and is an active member of SHRM.



DARRYL FRY
Corporate Leader, ComUnity Lending

Fry's 1,500-employee company has successfully employed HRO to help navigate growth into 38 states. He is one of the first leaders of a middle-market company to see HRO as a true competitive advantage.



KATHLEEN GEIER
Senior Vice President of Human Resources, Goodyear

Geier develops and executes global HR strategy. Geier served as Director of HR for Goodyear's Eastern Europe, Africa, and Middle East regions. From 1996 to 1999, she was Director, HR central services for North America business units and corporate staff. From 1994 to 1996, Geier was Director, HR employment practices and systems, and Director, salaried HR and employment practices. She has operational experience and served as President of Goodyear's Cosmoflex subsidiary. After beginning her Goodyear career as a trainee, Geier worked as an industrial engineer followed by assignments in HR. She received her BS from Heidelberg College.



RAY GOLDBERG
HR Vice President-North America Operations & Global Process/Information/Technology, Lucent Technologies

Goldberg's team delivers standardized services to more than 250,000 employees and retirees, largely through outsourced service providers. His team also develops global processes and technology, and is focusing on the use of information to measure and influence both strategy and operations. Before joining Lucent Technologies, Goldberg was Managing Director, HR Operations and Information at Bankers Trust, and then Managing Director, Global Head of HRIS at Deutsche Bank. He has a degree in Computer Science from Columbia University and has spoken and written about HR technology and operations.



MIRIAN GRADDICK-WEIR
Executive Vice President-Human Resources, AT&T

Graddick-Weir is responsible for the design, planning, and administration of all HR functions including compensation, benefits, recruiting, and training for AT&T's 54,000 employees. She joined AT&T in 1981 and held a variety of assignments in HR before moving into AT&T's Consumer Services unit. In 1994, she was named VP for AT&T's Multimedia Products Group and Executive HR. In 2003, the Society of Psychologists in Management named Graddick-Weir the Distinguished Psychologist in Management award recipient. She received her BA in Psychology from Hampton University, and her MS and PhD from Penn State in Industrial/Organizational Psychology.



DONALD HARPER
Vice President North America Shared Services-
Human Resources, Goodyear

In 2002, Harper was appointed VP of global HR services. He was elected VP of HR planning and development in 1998. He served two years as Director, HR for the North American Tire Strategic Business Unit. Harper joined Goodyear in 1968 as Supervisor Production/Personnel. Harper received his BS in business management from Jacksonville State University, and he was promoted to Manager, Employment & EEO in 1979. In 1981, Harper worked as an employee relations plant manager. In 1989, he was named manager, manufacturing and support training, after serving more than three years as manager of organization development.



ALBERT HAWKINS
Executive Commissioner of Health and Human Services, State of Texas

Hawkins is the chief executive responsible for guiding the operations of the state's health and human services agencies. Before his appointment, Hawkins served as an aide to President George W. Bush. Hawkins was the primary liaison between the president and the Cabinet members. He joined the Legislative Budget Board in 1978, and he became the board's deputy director in 1994. In 1995, he was appointed as the director of the Governor's Office of Budget and Planning. He has a master's degree from the Lyndon B. Johnson School of Public Affairs and a bachelor's degree from the University of Texas at Austin.

2005 HRO SUPERSTARS

WHO'S WHO: Buyers



DON JANNAZZO

Managing Director, Brown Brothers Harriman

Using an innovative benefits administration outsourcing strategy, Jannazzo was able to improve services at Brown Brothers Harriman, a 2,600-employee Wall Street investment bank, at the company's 15 locations while avoiding costly investments in infrastructure.



CYDNEY KILDUFF

Director of Recruiting and Staffing, Kellogg

Kilduff has been with Kellogg since March 1999 and is responsible for all staffing and diversity strategy development, program design and execution, and service delivery in the United States. Most notably, she has led an innovative initiative to outsource the entire recruiting function at Kellogg. Prior to joining Kellogg, Kilduff was Senior Vice President, Corporate Staffing at a large mid-western regional bank holding company. She also previously worked in HR with the Federal Reserve Bank. Kilduff holds certification from SHRM and received her bachelor's degree in business from Cal Poly, San Luis Obispo.



ROB KOSIER

Executive Director, Stratosphere Hotel & Casino

Since joining Stratosphere more than a year and a half ago, Kosier is responsible for the overall tactical and strategic direction of the company's IT support services including the development and implementation of hardware and software platforms. He is responsible for developing and implementing quality assurance systems, training coordination, systems support analysis, communications, and the technical support programs. Kosier currently manages Stratosphere's IT staff of 28 and oversees three properties. He has eight years' experience in the gaming industry, as well as eight years in the IT field working with the United States Air Force.



MARIA NORMAN

Corporate Director-Benefits Strategy and Design, Northrop Grumman Corporation

Since 1993, Norman has been responsible for determining the strategic direction for all benefits policy, and designs and develops all employee benefit plans for the company's 130,000 employees. Norman was Vice President, Benefits Compliance for Security Pacific Corporation. She began her benefits career as an Employee Plans Specialist with the IRS. Norman received her BA in Psychology from the University of Southern California and her JD from the UCLA School of Law. She has earned the designation of Certified Employee Benefit Specialist from the International Foundation of Employee Benefit Plans and the Wharton School of Business at the University of Pennsylvania.



JIM PAPPAS

Manager-Corporate Staffing, Barnes Group Inc.

Barnes Group Inc., a \$900 million industrial manufacturing and distribution company, has more than 60 locations worldwide with 5,900 employees. Prior to Pappas' current position, he was in executive search with Kensington International and managed Corporate Staffing and Executive Search at Motorola. Pappas is an active member in International Association of Executive and Professional Recruitment. He has a BS in Business Administration and an MS in Industrial Relations from Loyola University.



ROSE PATTEN

Senior Executive Vice-President, Human Resources and Head of Office of Strategic Management, BMO Financial Group

Patten is responsible for BMO's enterprise-wide HR functions and strategies. Her responsibilities include establishing and overseeing the standards for developing and implementing business strategies to maximize shareholder value. Her primary focus has been strategy development, organization planning, and change brought about by mergers and acquisitions. She has had direct leadership of Human and Strategy and Planning functions in Canada, the United States, and Asia-Pacific. Prior to joining BMO in 1995, she was EVP at Nesbitt Burns, SVP at ManuLife Financial, and VP/General Manager at Continental Bank of Canada/Lloyds Bank Canada.

"Adding value is going to be critical in the next phase of HRO. The first wave of HRO engagements were really all about achieving cost savings. And while cost savings will always be a critical driver for HRO adoption, productivity will gain in importance. HRO, in the second wave, will increasingly be viewed as a strategic tool for achieving high performance. HRO is, after all, a proven, reliable, affordable means to achieving productivity gains."— Gill Rider, Accenture



HUGH MACDONALD

HR Operations and Knowledge Management, CIBC

MacDonald manages CIBC's HR BPO relationship with EDS since being selected to lead the original transition team in 2001. He designed CIBC's HR BPO governance model, which has been recognized as an outsourcing best practice. He is a well known, candid, and passionate speaker on the subject of HRO and has presented to audiences across North America, Europe, the Middle East, Africa, and Australia. A career HR executive, MacDonald has an MA with advanced training in Conflict Analysis and Management and is a Certified HR Professional.



FRED PAULENICH

Senior Vice President-Worldwide Human Resources, Levi Strauss & Co.

Paulenich is an accomplished HR professional with a wide range of staff and business experience, and a member of the Worldwide Leadership Team, an executive forum of the company's senior-most management. Paulenich leads company-wide efforts to attract and retain top talent. His responsibilities also include defining clear career paths and developing training programs to ensure that people at all levels of the organization are highly skilled and able to perform in the competitive apparel industry. Prior to joining LS&Co., Paulenich was VP and Chief Personnel Officer at Pepsi-Cola North America. Paulenich received a BA from Hiram College in 1986.



LEONIDAS RALPH MECHAM

Director, Administrative Office of the U.S. Courts

Mecham began his Washington career as an administrative assistant and counsel to a Utah senator. He served for four years at the University of Utah. Returning to Washington, he was Special Assistant to the Secretary of Commerce for Regional Economic Coordination, and then Co-chairman of the Four Corners Regional Economic Development Commission. Mecham became Vice President in charge of government relations for the Anaconda Company. He then served as Washington representative for the Atlantic Richfield Company. Mecham earned his BS at the University of Utah, his JD at George Washington University, and holds an MPA from Harvard.



RICK PERRY

Governor, State of Texas

Governor Perry has led a life of public service, serving in the United States Air Force, and nearly two decades in elected office. He passed a balanced budget, increasing education and healthcare spending and investing in jobs with the Texas Enterprise Fund. The governor played a key role in attracting Toyota Motor Company's expansion to Texas. Under his leadership, the number of children with health insurance under Medicaid and CHIP has improved. Perry signed legislation allowing small businesses to offer affordable health insurance policies, and reduced the number of mandates for private sector policies. Governor Perry is a graduate of Texas A&M University.



JOHN J. MLYNSKI

formerly, President and COO, Regus

The current Founder and CEO of HDTV Warehouse—a leading retailer of LCD and plasma televisions and their related accessories—Mlynski was formerly President and COO of Regus Business Centres. Regus operates 400 business centers in 50 countries with revenues of \$600M. Mlynski also led Gateway Retail as President through early growth stage to over \$2B in sales and spent eight years at Blockbuster Video, which included four years in the Asia-Pacific region as Managing Director.



LUIGI PIERLEONI

HR Director, P&G

Luigi Pierleoni has the global responsibility for the 10-year contract signed by P&G for the delivery of Employee Services by IBM (payroll, compensation planning, employee benefits, international relocation, travel expense accounting, sourcing, and administration). He joined P&G 17 years ago and worked in Italy, Egypt, and Central and Eastern Europe, and more recently in Geneva as HR Director for the EMEA Headquarters. He is leading the creation of the long-term strategic partnership with IBM building on a joint vision, focused on the value that P&G and IBM can deliver to the P&G employees.

2005 HRO SUPERSTARS

WHO'S WHO: Buyers



BOB PLACKO

Senior Vice President and Director of Human Resources, Motorola

Placko is Senior Vice President of strategic transactions, employee advocacy and legislative issues for Motorola. In his present role, he has responsibility for HR activities for all mergers and acquisitions, employee advocacy, and legislative issues for Motorola. From 1994 to 1995, he served as a member of the board of directors for the Minority Economic Resources Council and in 1995 on the State of Illinois Human Resources Advisory Council to Governor Jim Edgar. He graduated from Carthage College and received his MS in industrial relations from Loyola University.



GILL RIDER

Chief Leadership Officer, Accenture

Rider is responsible for developing the leadership capabilities and professional skills of Accenture employees. Rider headed the European and Latin American operations of Accenture's Resources Operating Unit. Prior to serving in that role, she had operational responsibility for Accenture's Utilities practice in Europe and South Africa. She also chaired Accenture's United Kingdom and Ireland geographic unit. Rider also worked in the financial markets, healthcare, and government industries. In the customer service area, she examined industry best practices, implementation of customer service strategies, and business re-engineering. She holds an honors degree in biology and a doctorate in botany from Southampton University.



RANDY ROSS

Vice President of Human Resources, Best Buy

Ross is responsible for the leadership of core HR Functions, which includes staffing, compensation, benefits, diversity and work life, HR technology, and HR operations. Ross joined Best Buy in 2000 as a HR Director and was most recently promoted to his current position. He came to Best Buy with a lot of experience in HR from his previous work at Target Corp. He was also a Staff Psychologist at the University of St. Thomas. Ross attended the University of Iowa where he graduated with a bachelor's degree in 1984 and received his PhD in 1989.



GALE ROSSIDES

Chief Support Systems Officer, Transportation Security Administration

Rossides was one of the six original federal executives who joined TSA to create the new agency and to federalize the nation's airports. As the Associate Under Secretary for Training and Quality Performance, she led the development of the screener training curriculum, oversaw the contract, and set the metrics to achieve the training of more than 50,000 screeners in less than six months. Her role in building the TSA was chronicled as a main feature in the recent best seller, *After: How America Confronted the September 12 Era*, by Steven Brill.



MARGARET SAVAGE

Director, HR Strategy & Systems, BT Group

Well known in the HR profession as a great proponent of the positive impact HR can have in effecting transformational business change, creating value through people, and encouraging performance excellence, Savage was architect/operational lead in the creation of BT's original, fully automated, centralized Personnel and Pension shared services center in the early 90s. Since then, she has vigorously promoted the BT HR business model, stimulating the growth of shared services and enthusiastically championing the HR BPO concept all over the world.



WILLIAM SIMON

Secretary-Department of Management Services, State of Florida

Previously, Simon served as President of U.K. owned Diageo Southeast, located in Miami, where he managed Diageo's largest business unit in North America. Prior to joining Diageo, Simon was VP Marketing for Dr Pepper/Seven Up Company located in Dallas. He was responsible for the global marketing of some of the most famous trademarks in the world. Simon attended the University of Connecticut receiving a BA in Economics. Upon graduation, he entered the United States Navy. He left active duty in 1986 to return to the University of Connecticut where he received his MBA in Management and Marketing.



ERIC M. SMITH

Vice President of Human Resources, Stanley Steemer International

Smith has worked for more than 20 years in various management capacities including HR and Financial Management. Smith earned a BA in Philosophy, an MBA from The Ohio State University, and completed his JD from Capital University Law School. He is a licensed Attorney in the State of Ohio and Member of the Ohio State Bar Association. As Stanley Steemer's top HR officer, Smith is responsible for providing strategic direction for the company's HR initiatives. As such, he leads organizational change, leadership development, performance development, and the execution of HR systems.



JUDY SONNETT

Vice President of Human Resources, Borden Chemical

Sonnett has been Vice President, HR for Borden Chemical, Inc. since 1998. Previously, she served in various senior HR roles at W. L. Gore, E.I. Dupont de Nemours, and at The Bank of New York.



SHARON TAYLOR

Vice President-Corporate Human Resources, Prudential Financial

Taylor majored in linguistics and education in college, and after graduation began working in the Philadelphia school system. During graduate school, hoping to learn the ins and outs of the business world within a rotational program, she joined PRUPAC which was then one of Prudential's start-up subsidiaries. She initially enrolled in the Management Trainee program, and over the years moved through project re-engineering to staffing and university relations, onwards to marketing, and finally to her present position as Senior Vice President of Corporate Human Resources.



WANDA THOMPSON

Deputy Executive Commissioner-Health and Human Services, State of Texas

Thompson is responsible for leading the transformation of administrative services across the HHSC. She was acting COO and Associate Commissioner for operational support at the Texas Department of Health, where she has served since 1991. She has a PhD in education administration from the University of Texas at Austin, an MA from the LBJ School of Public Affairs, and a BA from Millsaps College in Mississippi.



JEFF WELLS

Senior Vice President of Human Resources & Training, Circuit City

Wells joined Circuit City in June 1996. Previously, Wells served as SVP and VP, HR for Toys "R" Us, Inc. from 1984 to 1996. He also serves as Chairman of the Committee on Employment Law of the National Retail Federation, Chairman Emeritus of the New Jersey Retail Merchants Association, and Chairman of the Board of INROADS, Virginia. In addition, he serves on the Corporate Advisory Board at the Darden School of Business, University of Virginia. He received a BA from St. Lawrence University.



SUE WELSCHIED

Vice President-People, Air Canada

For more than 20 years, Welscheid held various positions in different branches of the airline. She led a number of special projects in the areas of customer service, corporate image, and employee involvement and is responsible for overseeing the HR functions of the airline. Welscheid attended the American College of Switzerland. Prior to joining Air Canada, Susan worked as a journalist/editor in London and South Africa as well as for the World Intellectual Property Organization in Geneva and for LTV Aerospace in Paris.



RICHARD WHITFORD

Assistant Administrator for HR, Transportation Security Administration

Whitford has been integral to the TSA's HRO initiative. Prior to working with the TSA, he played a critical role in helping the Office of Personnel Management put critical career services online.



KERRIE WOLFE

Director Strategic Staffing and Employee Integration Hershey Foods Corporation

A pioneer in recruitment process outsourcing (RPO), Wolfe led Hershey in a 2002 RPO initiative and has been a proponent of and speaker on the topic since then.

No Bios Available for the Following Superstars:

SHARON BREWER

Director of Human Resources-HHSC, State of Texas

STEVE KIWICZ

Vice President Compensation and Benefits, TRW Automotive

JAKE MURDOCK

Pharmacy Benefits Manager, Deseret Mutual Benefit Administrators

ELLEN SCHLOSSER

Executive Director HR Strategy, Volvo

2005 HRO SUPERSTARS

Top HRO STARS

PROVIDERS

As HRO continues to swell, thankfully there are experienced providers to help us navigate the waters. The 42 individuals listed below are the best of the best. They have been involved in the most important transactions of the year, and are setting new trends within the industry. Hats off to them!

SUPERSTAR	ORGANIZATION	TITLE	WHAT MAKES THEM SHINE
Jason Berkowitz	Hyrian	VP Business Development, Co-Founder	For bringing a new acronym to the HRO dictionary: RPO
Jeff Bizzack	Savista LLC	CEO	Co-founder Pro Business, now bridging the FAO and HRO industries
Lynn Blodgett	ACS	Group President, Commercial Solutions	Transactions and transitions leader in HRO
Steve Bohanon	EDS	VP HR Services	Still the big hat, lots of cattle guy in HRO
Karen Bowman	Convergys Employee Care	President, HRO	Innovator in selling HRO to large government customers
Mike Brannan	Cendant Mobility Services Corp.	SVP Outsourcing Solutions	Mover and shaker in relocation
Gary Budzinski	Aon	President	Steering Aon's big business into HRO
Kevin Campbell	Hewitt	Market Strategy & Development Leader	Even after the merger, the King has not left the building
William Canfield	TALX	President & CEO	Spreading the word on HRO
Dave Carlson	Mercer HR Consulting	US Business Leader, HRO Practice	Made Mercer a believer in employee self service and HRO
Richard Crespin	The Delve Group	CEO & Co-founder	Building BPO brands
Glenn Davidson	Accenture HR Services	Chief, Market Strategy & Corporate Dev	HRO's equivalent of the Speaker of the House
Bryan Doyle	Hewitt	Global Business Leader	HRO's Wunderkind business leader
Bo Ewald	Ceridian HR Solutions	President	Pumping up the HRO culture of Ceridian
Brenna Garratt	The Delve Group	President & Co-founder	Building BPO brands
Pat Goepel	Ceridian HR Solutions	EVP	The master of large-scale government and private-sector HRO
Scott Golas	Aon	Chief Strategy Officer	The keen mind behind Aon's HRO strategy
Iris Goldfein	Mellon	Managing Director HR Management BPO	If anybody can do it, she can
Peter Hart	Rideau	CEO	Recognizing that recognition is an essential part of HRO
Todd Hutto	ADP	General Manager	Carrying ADP into the enterprise HRO era
David Kinnear	DDC HRO	President	Marrying HRO to paper phobia
Doug Kronenberg	Lumenos; CDHCA	Chief Strategy Officer (Lumenos); Chairman (CDHCA)	Saw the light in consumer-driven health care
Bill Matson	IBM Business Consulting Services	General Manager HRO-BTO	Big Blue's HR BPO boss
Aram Minnetian	Weichert Relocation Services	Chairman & CEO	Built Weichert into a top-three relocation company
James E. Murphy	CitiStreet Total Benefits Outsourcing	President	Benefits outsourcing giant in stealth mode
Dave Nelson	SHPS	President & CEO	Leading SHPS where the money is in healthcare
Ben Noteboom	Randstad	Chairman & CEO	Pioneering HRO one country at a time
Tom Policelli	iPlan Uniprise Inc.	President	Early market leader in consumer-driven health plans
David Rhodes	Towers Perrin	Principal & Thought Leader	Starting the working group of buyers

"As HRO continues to gain popularity, you will see more companies looking for solutions that provide comprehensive functionality. However, customers also will be looking for systems that are transparent, in terms of delivering real-time data and being compliant with all regulations. It will be the HRO service provider's responsibility to enable real-time decision making in all of the areas touched by HR, while helping to avoid any compliance concerns and penalties. And they will need to be able to provide this while still offering scalability—in terms of both numbers of employees served and across geographies."— Jay Rising, ADP

Jay Rising	ADP	President, National Account Services	Now ADP National Accounts is more than just a paycheck
Karen Roberts	Aon	SVP	Only presenter at SHRM asked to speak on outsourcing
Steve Rosenthal	CheckPoint HR	President & Founder	Mid-market maven for HRO
Scott Scherr	Ultimate Software Group	Chairman, Chief Executive, President	Turning license revenue into recurring revenue
Rebecca Scholl	ACS Europe	Director of Market Strategy	Analytical guru gone provider
Diane Shelgren	Accenture HR Services	COO North America	Transforming the world one client at a time
Jeffrey Shooter	Convergys	Sr. Director Business Process/Federal Sales	HRO's go-to government guy
Barry Siegel	Recruitment Enhancement Services (RES)	President	First on the RPO scene and still rockin'
Jos Sluys	ARINSO International	CEO & Director	Built the biggest pure play in Europe
Peter Smail	FESCO	President	The only man stealing the deals in HRO
Daniel Solomons	Hyrian	President & CEO	Reinforcing that RPO is a rising trend
Alan Todd	Knowledge Planet	Chairman & CEO	Oracle of outsourced training
Eric Vonk	Gevity	Chairman & CEO	Leading the market for PEOs

2005 HRO SUPERSTARS

WHO'S WHO: Providers



JASON BERKOWITZ
VP Business Development, Hyrian

Since co-founding Hyrian in 1997, Berkowitz has led the company's marketing and business development efforts. He has more than 11 years of experience in the Recruitment and HRO industries and has crafted the evolution of Hyrian's brand image over time as the industry has come to recognize RPO as a sub-category of the HRO market. Berkowitz manages Hyrian's new-client development, strategic alliances, and marketing. He received a BA in Psychology from the University of California at Santa Barbara. He is a member of the HROA and serves as Vice Chair of the Communication Committee.



JEFF BIZZACK
Chief Executive Officer, Savista LLC

Bizzack has more than 18 years of experience in technology and BPO and was formerly Executive Vice President of ProBusiness Service, Inc., which he co-founded in 1989. Under his leadership, ProBusiness became one of the largest providers of payroll and HR BPO services to large corporations and was acquired by ADP in 2003. Bizzack is credited with leveraging breakthrough technology as a driver of accelerated growth and building a client-centric organization to achieve the highest client satisfaction and retention levels in the outsourcing services industry.



LYNN BLODGETT
Group President Commercial Solutions, ACS

Blodgett is responsible for the company's broad-based BPO and IT operations and solutions delivered to the commercial market. Blodgett is a pioneer in the BPO market. In 1985, he and his brother co-founded Unibase, a data-entry company acquired by ACS in 1996. The acquisition expanded ACS' capabilities in the relatively new BPO services arena. ACS created an entire service segment dedicated to delivering superior BPO solutions. Blodgett is responsible for growing this business from \$28 million in 1995 to \$1.4 billion in 2003. Blodgett attended Brigham Young University and Utah Technical College.



STEVE BOHANON
Vice President HR Services, EDS

Bohanon is responsible for managing and promoting the global service line by supporting new business opportunities, developing service offerings, building partner and alliance relationships, and providing industry expertise. Prior to joining EDS in 2003, Bohanon was Chief Strategy Officer of Synhrgy HR Technologies. He has held executive and partner roles in the HR areas at PricewaterhouseCoopers and Hewitt Associates. Bohanon holds a BA in business and psychology from Rice University. He is an advisory board member for the Moore School of Business at the University of South Carolina.



KAREN BOWMAN
President, Convergys Employee Care

Bowman is the driving force behind Convergys' mission to mold its ever-improving HR management solutions. She spearheads business objectives, strategic alliances, sales support, technical support, and client development. In 1995, she joined the organization as General Counsel for the Customer Management Group. She was responsible for legal affairs, including mergers and acquisitions, protection and enforcement of the company's rights, employee rights, and legal compliance. Bowman assumed the role of Convergys Employee Care President in 1999. Bowman holds a bachelor's degree with highest honors from the University of Oklahoma and a JD from Wake Forest University's School of Law.



MIKE BRANNAN
Senior Vice President Outsourcing Solutions, Cendant Mobility Services Corporation

Brannan is responsible for strategic development and execution of Cendant Mobility's HRO business segment. Prior to his current assignment, Brannan held the position of Senior Vice President, Account Management in which he was responsible for account management in the Central and Western Regions. He has served his company for more than 19 years and has in-depth experience in the successful outsourced implementation and administration of many high-volume relocation accounts. Brannan is a member of the HROA Board of Directors and Membership Committee and holds a BS in Business Management from the University of Phoenix, as well as the Certified Relocation Professional designation.



GARY BUDZINSKI
President-Human Resources Outsourcing, Aon

With more than 26 years of experience in outsourcing, Budzinski oversees all of Aon's North American HRO and business process operations, sales, and marketing, providing end-to-end HRO solutions. He offers clients a specific focus on employee benefits, employee processes, and training and talent solutions. Budzinski has implemented a full suite of end-to-end HR and shared services solutions and established segmented sales teams focused on cross selling and centralizing the Aon HRO service delivery teams. Budzinski graduated from Lawrence Institute Technology University and holds an MS from Oakland University.



KEVIN CAMPBELL
Market Strategy and Development Leader, Hewitt

Campbell is responsible for managing the strategy and development of services, client management, and sales for Hewitt's HRO business, which includes benefits, payroll and workforce management services and accounts for more than two-thirds of Hewitt's revenues. Most recently, Campbell served as the President and COO at Exult Inc., responsible for all aspects of outsourcing, technology, sales, client management, consulting, and third-party operations. Prior to joining Exult, Campbell was a practice leader at Ernst & Young and a partner at Accenture. Campbell earned a BA from the School of Management at Boston College.



WILLIAM GANFIELD
President & CEO, TALX Corporation

Having been with TALX for almost 20 years, Ganfield's leadership has guided TALX to become a leading provider of payroll/HR services bringing employers savings by replacing manual, paper-based methods with electronic employment verification and unemployment cost management, as well as services for paperless pay, W-2 and I-9 management, automated hiring, and electronic time reporting. He has been an entrepreneur since 1968 after working for seven years at IBM. Ganfield founded several computer-related companies. He also served as a director of Jefferson Savings Bancorp, Inc. from 1990 until 2001. Ganfield holds a BS in Electrical Engineering from Purdue University and an MBA from Washington University.



DAVE CARLSON
US Business Leader-HR Outsourcing Practice, Mercer Human Resource Consulting

With 20 years' experience, Carlson has acquired a broad understanding of the HR industry with specific expertise in BPO for benefits, HR programs, and information systems implementation. In 1996, Carlson co-founded Synhrgy HR Technologies, consistently listed on the Inc. 500 "fastest growing companies in America." Carlson served as a principal and Director of outsourcing at Hewitt Associates, where he developed and oversaw one of the firm's outsourcing practices and national service center operations. Graduating from Taylor University, Carlson went on to earn an MBA in management and management information systems from Northwestern University.



RICHARD CRESPINI
CEO & Co-founder, The Delve Group

Crespini has extensive experience that allows Delve to help clients improve their brands to increase profitability, customer loyalty, sales, and operations. Delve's clients include companies throughout the BPO and HRO sectors, members of the Global 1000, international and non-governmental organizations, non-profit institutions, and agencies of the U.S. Federal Government. Crespini is an alumnus of both the George Washington University and the Harvard Business School. He has also served as a Board Member for Pivotal Insight, LLC, a leading market research firm, is a recognized speaker and published author on global brand strategy, and Treasurer of the George Washington University Alumni Association.



GLENN DAVIDSON
Chief of Market Strategy and Corporate Development, Accenture HR Services

Davidson's responsibilities include external and internal communications, brand management, marketing, and external relationship management. He has also led Accenture HR Services' global strategic positioning initiatives. He was Senior Vice President of Sales and Marketing at Viatel, an enterprise-focused telecommunications services provider. Among his other professional experiences, Davidson held senior posts in the Administration of Virginia Governor L. Douglas Wilder—including Chief of Staff, Communications Director, and Press Secretary. Currently, Davidson is the chairman of the HROA, a not-for-profit organization dedicated to promoting the HRO practice and profession as well as providing education in outsourcing skills.



BRYAN DOYLE
Global Business Leader, Hewitt Associates

Doyle is involved in Hewitt's HRO business, which includes benefits, payroll, and workforce management services. He is responsible for the overall strategy and management of the HRO business. He joined Hewitt in 1984 and has a BS in chemistry and computer science and an MBA from Loyola University of Chicago. Prior to his current role, Doyle served as Hewitt's East Market Outsourcing Manager and helped lead the efforts to set up Hewitt's first benefits outsourcing clients. Doyle also serves on Hewitt's Board of Directors and Leadership Council.



BO EWALD
President, Ceridian Human Resource Solutions

Ewald has more than 25 years of senior management experience in business, product development, sales and marketing, and the high-tech industry. He has been on Ceridian's board of directors since 1998. In 2003, he was made president of Ceridian Human Resource Solutions to lead the company's global HR operations in the United States, Canada, and Europe.

2005 HRO SUPERSTARS

WHO'S WHO: Providers



BRENNA GARRATT

President & Co-founder, The Delve Group

The majority of Garratt's 16-year career in developing branding, marketing, sales, and other communications strategies has been dedicated to working with senior executives to establish their company's brand value and leveraging it to grow their businesses. She is an alumna of The Cleveland Institute of Art. Her earlier work as a graphic designer has been internationally recognized and published in many prestigious design publications. Garratt is a past board member of the American Institute of Graphic Arts and has spoken at creative and business conferences.



DOUG KRONENBERG

Chief Strategy Officer, Lumenos; Chairman, GDHCA

With more than 25 years of marketing experience, Kronenberg is responsible for developing Lumenos' strategic marketing and business plan. A recognized consumer-driven healthcare spokesperson, he is a founding partner and current chairman of the Consumer-Driven Health Care Association (CDHCA) and a frequent keynote speaker at healthcare conferences. Prior to joining Lumenos, he was National VP of Marketing for Prudential HealthCare, and headed the national marketing organization for Humana Inc. He spent the first 15 years of his career in a variety of brand-management assignments in the packaged goods industry with both Procter & Gamble and Hallmark.



PATRICK GOEPEL

Executive Vice President, Ceridian Human Resource Solutions

Goepel's overall responsibility is for Ceridian's large employer business segment in the United States, including Ceridian's strategy, M&A and business development. In addition, he also launched Ceridian's emerging HRO operations. Goepel has held several key leadership positions since joining the company in 1994, most of which focused on revenue generation and retention. In 2000, under his leadership in the sales organization, Ceridian met an aggressive plan that called for 40 percent sales growth and integrated product modules into an enterprise solution sale. Goepel is a frequent speaker and panel participant at industry conferences and meetings.



WILLIAM R. MATSON

General Manager, HR Business Transformation Outsourcing, IBM Business Consulting Services

Matson leads a team that designs, sells, and executes the delivery of HR Services to leading global companies. During his 22 years with IBM, he has worked in a variety of HR roles, including staffing, benefits, executive development, compensation and employee relations, and supporting the manufacturing, development, marketing, sales, and services segments of the company. Most recently, he spent nearly four years working in Asia as the leader of IBM's HR team. Matson received his BS in Industrial and Labor Relations from Cornell University. He has been called on to lecture at Cornell and business conferences.



SCOTT GOLAS

Chief Strategy Officer, Aon

With more than 18 years of experience in technology and HR, Golas leads the development and implementation of Aon's human capital solutions. Prior to joining Aon in 2000, Golas was the Partner and Managing Director of Talent divine. Golas was also a U.S. West Region practice lead responsible for HR systems, benefits, and organizational consulting at PricewaterhouseCoopers. He is a frequent guest speaker and lecturer on human capital-related issues. Golas holds an MS in organizational development from Loyola University of Chicago and a BS in manufacturing engineering and technology from Purdue University.



ARAM MINNETIAN

Chairman, CEO, Weichert Relocation Company

Minnetian is responsible for the overall operating and financial performance of the company. He held the position of Vice President, Finance for four years prior and has been with Weichert since 1995. Minnetian was U.S. Controller and Worldwide Controller for Alfa Laval, Inc. His responsibilities included financial reporting, management reporting, relocation management, and global assignment management. Minnetian also held a management position at Arthur Anderson & Company. Minnetian has an MBA in Corporate Finance from Fordham University and a BA in Accounting and Economics from Rutgers University. He is a Certified Public Accountant and earned the Employee Relocation Council's Certified Relocation Professional designation.



IRIS GOLDFEIN

Managing Director-Human Resource Management Business Process Outsourcing, Mellon

Goldfein is a frequent speaker for professional organizations, including the International Foundation of Employee Benefit Plans, the Conference Board, and the Risk and Insurance Management Society. She served on the Corporate Board and the Corporate Development Committee for the International Foundation for Employee Benefits Plans. Goldfein holds a BA from the University of Illinois and an MA from Northwestern University.



DAVE NELSON

President and CEO, SHPS

Nelson has spent more than 25 years in the healthcare industry. Prior to joining SHPS, he served as Chairman and CEO of Webmedx, Inc., a provider of Web-based clinical applications and outsourced services for healthcare providers. He was also President and CEO of Hawk Medical Supply and CEO of Automated Healthcare; and Chairman, President, and CEO of Amso International, growing the healthcare products business from LBO to a \$500 million NYSE company. He previously held various leadership positions with American Hospital Supply Corporation and Baxter International. Nelson currently serves on numerous boards.



PETER HART

Chief Executive Officer, Rideau

Hart has been the driving force in transforming Rideau from a manufacturer of promotional products and medals to one of North America's largest recognition and reward companies. His strong leadership abilities have been evident throughout his career, and he has held senior management positions with a number of international organizations during the past 25 years. Peter is an active member of the National Association of Employee Recognition and was recently appointed to NAER's Board of Directors. He is married, and has a handful of children who are constantly looking for lots of recognition and more rewards.



BEN NOTEBOOM

Chairman of the Executive Board and CEO, Randstad

Noteboom is responsible for Randstad Netherlands' mass-customized concepts, management development, business concept development, social and general affairs, and corporate communications and branding.



TODD HUTTO

General Manager for Comprehensive Outsourcing Services, ADP

Hutto rejoined ADP two years ago as a General Manager before concentrating solely on COS. He was at Metavante Corporation as the GM of Electronic Banking Services; the division was formerly with ADP and sold in 1999 to Metavante. Prior to his first time at ADP, Hutto was the President of a division of Sterling Software, held several GM and VP roles at Dun & Bradstreet Software (formerly MSA), and was a manager at what is now known as Accenture. He is a graduate of Middle Tennessee State University with a BBA and MBA in Information Systems.



TOM POLICELLI

President, iPlan Uniprise

Policelli leads Uniprise's consumer solutions group, including UnitedHealth Group's consumer-driven HRA and HSA offerings. He joined UnitedHealth Group in 2003 as VP, Corporate Marketing and Business Development concentrating on external partnerships and consumer-focused initiatives. He began his career with CIGNA Healthcare in sales and underwriting. In 1997, he joined Monitor Company, and co-founded the Healthcare Practice Group—working in the insurance, healthcare, and provider areas. In 1999, he led the startup of a healthcare services company in Boston before rejoining CIGNA in 2002. Policelli attended Wesleyan and received his MBA from the Harvard Business School.



DAVID KINNEAR

President, DDC HRO

Kinnear is an advocate of change, flexibility, adaptability, and customer service. He is a champion of mid-market companies, which he feels have been poorly served in the BPO revolution in terms of fresh ideas and customer service delivery. Called to the Bar in England, David moved from London as Chief Administrative Officer and Counsel for Credit Suisse First Boston in 1995. As Global Head of Finance & Infrastructure for HR at CSFB following a large and complex merger, he directed the rollout of Peoplesoft globally along with a number of leading-edge programs to outsource, offshore, and otherwise streamline HR operations globally.



DAVID RHODES

Principal and Thought Leader-HR Effectiveness, Towers Perrin

Rhodes has led the firm's efforts to help clients re-invent HR to better address competitive requirements. He has led projects that focus on understanding HR's relationship with its customers, changing the cost structure for delivering HR services, and aligning HR activities with corporate goals. Rhodes joined Towers Perrin in 1979 and was named Principal in 1985. He received his MBA in HR management and marketing from Columbia University and his MEd in curriculum development from the University of Virginia. He has spoken on a variety of HR management issues in such forums as the Human Resource Planning Society and The Conference Board.

2005 HRO SUPERSTARS

WHO'S WHO: Providers



JAY RISING

President-National Account Services, ADP

Rising leads an organization of 4,500 associates providing HR, benefits, and payroll outsourcing services to the largest companies and institutions in North America. He has held senior titles in sales, marketing, and operations for more than 21 years. Rising joined ADP in 1996 as Senior Vice President of Sales, Employer Services National Accounts Division. He is a member of the ADP Employer Services Executive Committee—the governing chair of ADP's Employer Services division. Rising spent 13 prior years at American Express TRS Company, where he served in a variety of positions in finance, sales, product marketing, and general management.



KAREN ROBERTS

Senior Vice President, Aon

Roberts is an HR consultant who works with employers to develop, implement, and manage a strategic HR and benefits delivery environment. She has more than 20 years' expertise in administrative sourcing evaluations, HR/benefit process re-engineering, strategic benefit planning, and healthcare cost management. Roberts also led the West Coast practice of the benefits administration and sourcing solutions group at Deloitte & Touche, and was a principal and health and welfare practice leader with Towers Perrin. Roberts graduated from Eastern Illinois University with a BS in Education and Literature.



STEVE ROSENTHAL

President and Founder, CheckPointHR

Rosenthal spent three years in internal and external operations at ADP. As one of the founders of the professional employer organization (PEO), he launched Employee Management in 1990, which grew to become the 17th largest PEO in the nation by 1998. After the merger of EMI and Payroll Transfers, Inc. in 1998, the combined company became one of the largest privately held PEOs in the United States. Rosenthal, considered to be an authority on the HRO industry, also speaks to a wide variety of HR and financial management issues that affect business owners and senior managers.



JOS SLUYS

CEO and Director, ARINSO International

In 1994, Sluys founded ARGUS Integrated Solutions, now ARINSO International a group operating in 22 countries in Europe, the Americas, and Asia-Pacific with consolidated net sales of EUR 121 million in 2002 and 1,250 staff. From 1992 to 1994, he worked as an SAP logistics consultant, SAP-HR consultant, and HR sales manager for SAP Belgium. Prior to joining SAP, he worked at Iglo-Ola, a division of Unilever, where he gained significant practical experience in supply-chain management and consumer marketing. Sluys has a degree in Civil Engineering from the University of Brussels and an MBA from the Vlerick School of Management.



DANIEL SOLOMONS

President & CEO, Hyrian

Solomons co-founded Hyrian in 1997 and has led Hyrian from a two-person startup to a national RPO provider serving companies nationally. He has more than 12 years of experience in the recruitment and HRO industries, and has architected large-scale outsourced recruitment programs for some of the nation's largest and most well respected companies. In 2003 and 2004, Solomons oversaw Hyrian's rollout of the largest and most complex pure RPO program in history. A native of London, England, Solomons received his dual BA in Political Science and Business Administration from the University of California, Riverside.



ALAN TODD

Chairman and Chief Executive Officer, KnowledgePlanet

Todd founded KnowledgePlanet in 1996 to help global companies manage their learning and development programs using Internet technologies. Prior to KnowledgePlanet, he was the founder and CEO of KnowledgeSoft, an IT training and consulting firm. Todd has served on the Board of Trustees and is a Rabinowitz Fellow at Dickinson College. He also serves on the Board of Directors for the Pennsylvania State University Information Science and Technology Advisory Board. In 1996, he was named Inc. Magazine/Ernst & Young Entrepreneur of the Year for high technology. Todd received his BS in Business Administration from Lock Haven University.

"In the future, we will see a trend among HRO providers towards offering a single service experience from a single provider. The industry will respond with comprehensive solutions that take advantage of technology to deliver real-time information from an integrated database through a single CRM experience. These services will provide the customer with cost savings by limiting the total cost of ownership, while providing functionality that covers both front- and back-office tasks."— Todd Hutto, ADP



REBECCA SCHOLL

Director of Market Strategy, ACS Europe

Scholl is responsible for developing ACS' BPO value proposition in Europe, providing market intelligence, assisting in overall European marketing efforts, helping form partnerships, identifying acquisition candidates, and developing influential business relationships. At Gartner, she was a principal analyst in charge of BPO research, focusing on HRO, FAO, and offshore outsourcing. She earned an MS in management from the Community of European Management Schools at the Ecole des Hautes Etudes Commerciales in Paris and a degree in international economics at the Institut d'Etudes Politiques de Paris. She is fluent in English, French, Spanish, and Russian.



DIANE SHELGREN

COO North America, Accenture HR Services

On board since 2003, Shelgren brings unmatched multinational experience to Accenture. She has spent the past 11 years of her career working with outsourcing and HR-related organizations, including five years with PricewaterhouseCoopers, where she served as Global Leader for HR BPO services. She has been actively involved with every aspect of the organization, ensuring that each client receives the best possible service while also educating prospective clients about Accenture's HRO offerings. She has been a guest speaker on the subject of HRO at numerous conferences.



BARRY SIEGEL

President, Recruitment Enhancement Services (RES)

As a pioneer with more than 30 years' experience in the recruitment field, this is Siegel's third consecutive year as an HRO Superstar. Back in 1983, as the Executive Vice-President of Southern Operations for Bernard Hodes Advertising, he conceived the original concept widely known today as Recruitment Enhancement Services. Today, under his leadership, RES is a leading provider of Total Outsourced Talent Solutions. Siegel also serves as President, Interactive and Staffing Solutions at Bernard Hodes Group. A recognized innovator and authority on cost-effective recruiting, he has authored numerous online articles and his present book, *The Keys to Successful Recruiting and Staffing*.



ERIC VONK

Chairman and CEO, Gevity

Appointed in April 2002, Vonk led Gevity's successful transformation from a Professional Employer Organization to a leader in the HRO industry. Before joining Gevity, he served on the executive board of Randstad Holding NV and was President and Chief Executive Officer of Randstad North America.

No Bios Available for the Following Superstars:

JAMES E. MURPHY

President-Total Benefits Outsourcing Division, CitiStreet

SCOTT SCHERR

Chairman, Chief Executive and President, Ultimate Software

JEFFREY SHOOTER

Senior Director Business Process/Federal Sales, Convergys

PETER SMAIL

President, Fidelity Employer Services Co.

2005 HRO SUPERSTARS

Top HRO STARS

ADVISORS & OPINION LEADERS

Masters of the HRO domain, the 31 sourcing consultants, analysts, legal advisors, and media pundits in this year's list are the gurus of the industry.

SUPERSTAR	ORGANIZATION	TITLE	WHAT MAKES THEM SHINE
Chuck Allen	HR-XML Consortium	Director	Bringing together HR technology one byte at a time
Peter Bendor-Samuel	Everest Group	Founder & CEO	The man who made the outsourcing mountain famous
Michael Beygelman	HROA	Executive Director	Champion of the HRO Association
Bill Bierce	Bierce & Kenerson	Partner	Coxswain of the BPO legal rowing team
Naomi Bloom	Bloom & Wallace	Managing Partner	Most sought-after HR technology consultant

"HRO Superstars are people who not only make a living within this industry but, more importantly, make a major difference to the industry through their work. Whether as founders and leaders of HRO businesses, or as creators and designers of business models and delivery systems, HRO Superstars are moving this industry forward every day. Then there are the folks who invest effectively in HRO, not as a dabble, but as a major commitment. And those who bring buyers and sellers together, not as a side-line, but as their major line of business. And perhaps most important, those who bet their careers, visibly, on making all of this work—improving end-user business outcomes via the strategic use of HRO."— Naomi Boom, Bloom & Wallace

Hillary Clinton	New York State	Senator	Agent provocateur of healthcare reform
J. Ross Docksey	Sonnenschein Nath & Rosenthal	Partner	The velvet hammer of BPO contract negotiation
Mark Dzialga	General Atlantic Partners	General Partner	Early and continuing disciple of the religion of HRO
Philip Fersht	The Yankee Group	Director	New kid on the HRO analyst block with the style to match
Newt Gingrich	Center for Health Transformation	Founder	Most outspoken policy level advocate of consumer driven health care
Tom Greble	Brown Raysman Millstein Felder & Steiner LLP	Partner	General counsel of the HROA, fighting the good fight

"Several characteristics are required to be an HRO Superstar. First, you must be able to see the forest and the trees in any transaction at the same time, and be sure to synchronize the strategic interests of the client and the tactical methods of achieving those interests. Second, it is vital to understand the interests of both sides to the transaction. Unlike litigation, outsourcing transactions must be win win. Third, following through with clients after the outsourcing agreement itself is signed is vital... The contract itself should be the beginning of the process, not the end."— Tom Greble, Brown Raysman

Robert Gunn	Prescient Leaders	North American Managing Partner	Had the prescience to recognize HR consulting's value in HRO
John K. Halvey	Milbank, Tweed, Hadley & McCloy, LLP	Partner, Technology & Outsourcing Group	Wrote the book on BPO (literally)
Larry Heller	Mellon	Director, HR and Investor Solutions	Investing energy in HRO
Mark Hodges	EquaTerra	Strategy & Corporate Development	Visionary leader of lifecycle sourcing concept
Michel Janssen	Everest Group	President, Supplier Solutions	Soft spoken but carries a big client roster
Katherine Jones	Aberdeen Group	Research Director	Mid-market champion of research
James MacDonald	First Analysis Corporation	Managing Director	It all adds up to HRO
Scott Mackesey	Welsh, Carson, Anderson & Stowe	General Partner	Making the biggest bets on HRO
Dennis McGuire	TPI Sourcing Consultants	President & CEO	Standard setter for sourcing consulting
Randall Mehl	Robert W. Baird & Co.	Managing Director	Wall Street's clear-eyed chap on HRO
Susan Meisinger	SHRM	President & CEO	Leader of the world's largest HR organization
Gil Parker	Vales Consulting Group	Director	Heavyweight champion of proposal writing
Paul Sarbanes	State of Maryland	Senator	Author of Sarbanes-Oxley Compliance Law; beloved by many HRO providers
Eva Schmatz	Reference Standards Board; Summus	co-founder Reference Board; President (Summus)	Working to define BPO reference standards
Mimi Wolfe Strouse	UBS Warburg	Managing Director	A true believer in the power of HRO
Richard Tinervin	Tinervin Advisors	Founder & Managing Partner	Founder of Citistreet started Tinervin Advisor consulting
Mark Toon	EquaTerra	Founder & CEO	Operational head of revolutionary lifecycle sourcing concept
Joe Vales	Vales Consulting Group	Founder & Senior Partner	The BPO marketing guru paid the most to be picky
Barry Wiegler	Sourcing Interest Group	Managing Director	Shepherd-in-Chief of BPO thought leaders
Lowell Williams	EquaTerra	HR Practice Leader	Deepest domain expert among a group of deep-domain experts

2005 HRO SUPERSTARS

WHO'S WHO: Advisors



CHUCK ALLEN

Director, HR-XML Consortium

Allen leads the non-profit organization in the development and promotion of a standard suite of XML specifications, and is also President of Structured Methods, an XML standards consulting firm. He was an early advocate of applying standard XML vocabularies to HR management and helped found HR-XML in December 1999. Prior to that, Allen was Director of New Product Development for the RIA Group and worked in similar roles for other major HR publishers such as the Bureau of National Affairs and Warren Gorham Lamont. Allen has a BA from the University of Virginia.



PETER BENDOR-SAMUEL

Founder and Executive Chief Officer, Everest Group

Bendor-Samuel's thought leadership and expertise span more than two decades of developing large-scale outsourcing and partnering solutions. Bendor-Samuel is the recipient of the 2001 Outsourcing World Achievement Award, serves as honorable advisor to the Strategic Outsourcing Council of Japan, and is the author of *Timing Lead Into Gold: The Demystification of Outsourcing*. Before founding Everest Group, Bendor-Samuel was an executive with EDS and founded the outsourcing division of Ernst & Young, LLP. He holds a BA and an MBA from Baylor University.



MICHAEL BEYGELMAN

Executive Director, Human Resources Outsourcing Association (HROA)

Beygelman directs all operating activities and develops content and programming for the HROA. In 2001, he co-founded iamdependent.com, inc., a provider of contractor employment and 1099 compliance solutions, and was the Chairman and CEO. Previously, Beygelman served as COO for Careerbay.com, a recruitment job board, and Cellular Juice, Inc., a power management service for portable electronic devices.



BILL BIERCE

Partner, Bierce & Kenerson

Bierce is an internationally-recognized BPO lawyer based in New York City. He is the founder and a senior lawyer of Bierce & Kenerson, P.C., a corporate and technology law firm. Bierce is also Editor-in-Chief of *Outsourcing Law & Business Journal*™, a monthly e-letter, and www.outsourcing-law.com, the premier Web site for executives and in-house lawyers on outsourcing practices. Bierce graduated from Yale University, University of Grenoble School of Law, and NYU School of Law.



NAOMI BLOOM

Managing Partner, Bloom & Wallace

Bloom is the most recognized consultant and thought leader in the HRMS industry. Her focus is on the application of IT to achieve breakthroughs in business outcomes and efficiency, and on the related business, technology, and investment strategies of end-users, HRM software vendors, HRM outsourcing providers, and investment firms that participate in this industry. A frequent speaker, author, and advisory board member, Bloom, whose MBA is from Boston University and BA is from the University of Pennsylvania, received IHRIM's Summit Award in 1995 for her contributions to the industry.



HILLARY CLINTON

Senator, State of New York

Hillary Rodham Clinton is midway through her six-year term and has proven to be a strong advocate for New York. She is working to secure millions in appropriations and draw attention to issues that matter to people throughout New York State. Senator Clinton serves on the Senate Committees for Environment and Public Works; Health, Education, Labor and Pensions. To help displaced workers, Senator Clinton won an extension of Unemployment Insurance. She has called for an additional extension to help displaced New York workers weather the weak job market. She attended Wellesley College and is a 1973 graduate of Yale Law School.



J. ROSS DOCKSEY

Partner, Sonnenschein Nath & Rosenthal

Docksey's practice focuses heavily on corporate transactions, including M&As, the creation of strategic alliances, outsourcing of key business functions, and technology contracting. He also serves as general counsel or principal outside corporate counsel for a number of corporations. He is a frequent speaker at conferences and continuing legal education programs, including programs sponsored by the Practising Law Institute, the Advanced Computer Law Institute, IT Mergers and Acquisitions, the Law Practice Technology Roundtable Insight, and the National Association of Web Managers. He is admitted to the Illinois Bar, and graduate of the United States Military Academy and the University of Minnesota Law School.



MARK DZIALGA

General Partner, General Atlantic Partners, LLC

Dzialga has extensive experience in enterprise software, IT, and BPO. In his capacity as a General Partner, Dzialga is Director of several public and private companies including Exult, Daksh, Multiplan, Creditek, Schaller Anderson, and UPromise. Prior to joining General Atlantic in 1998, he was the Co-Head of the High Technology Mergers Group at Goldman Sachs. Dzialga was with Goldman Sachs from 1990 to 1998 and advised many of the firm's largest technology clients on acquisitions, mergers, divestitures, joint ventures, and restructurings. He graduated from Columbia University Graduate School of Business and has a BS in Accounting from Canisius College.



PHILIP FERSHT

Director, Yankee Group

Fersht's focus is the transport, transformation, automation, and orchestration of business processes and data in business-to-business and supply chain environments. He has more than nine years' experience in IT market analysis and consulting, and extensive experience in the life sciences and pharmaceutical industries. He has appeared on BBC TV News, CNN, and CNBC Asia, and has been interviewed by the *Financial Times*, *The Wall Street Journal*, *BusinessWeek* and other industry publications. He received his BS with Honors in Business Studies and Technology from Coventry University, England, and a Diploma in Business Studies at the Universitaire de Grenoble, France.



NEWT GINGRICH

Founder, Center for Health Transformation

Former Speaker of the House Gingrich collaborates with top leaders in both the public and private sector working together to transform healthcare into a 21st Century intelligent health system characterized by better outcomes at lower costs for all. He recently published a book titled *Saving Lives & Saving Money: Transforming Health and Healthcare*. Gingrich is the Co-Chairman of the National Commission on Long Term Care Quality and serves on the Board of the Juvenile Diabetes Research Foundation, the National Library of Medicine, and the Agency for Healthcare Research and Quality.



TOM C. GREBLE

Partner, Brown Raysman Millstein Felder & Steiner LLP

Greble is admitted to the Bar in New Jersey and New York, and has served as an adjunct professor at Fordham Law School. He taught graduate courses in outsourcing and employment related issues at NYU and has served on the American Bar Association Contingent Workforce Committee. He acts as General Counsel to the New York Staffing Association, the New Jersey Staffing Alliance, and the HROA. During the past 20 years, Greble has represented numerous clients in outsourcing transactions. Greble received his undergraduate degree from Villanova University and his JD from Fordham University School of Law.



ROBERT GUNN

Co-Founder and North American Managing Partner, Prescient Leaders

Before Prescient Leaders, Gunn was the SVP for Exult, Inc. He founded and subsequently sold Gunn Partners, known for its shared-services expertise. Before Gunn Partners, Gunn was a voting partner at AT Kearney where he created administrative practice and launched the first benchmarking studies in the mid to late 1980s. He is on the Board of Directors of Equitant and is an Advisory Board Member of the SBPOA. Gunn has co-authored a book that will be published in early 2005, *On the High Wire: How To Survive Being Promoted*. Gunn is a graduate of Williams College and The Wharton School.



JOHN K. HALVEY

Partner-Technology and Outsourcing Group, Milbank, Tweed, Hadley & McCloy LLP

Halvey practices in all areas of technology law, with particular emphasis on IT, BPO, and venture capital transactions. He has represented companies in many of the largest technology, telecommunications, and BPO transactions, and his work in this area has been the subject of articles in numerous magazines. His latest book, *Business Process Outsourcing Transactions: Process, Strategies and Contracts*, was published in 2000. He is a graduate of Tufts University, Emory University School of Business, and Emory University School of Law.



LARRY HELLER

Director-HR and Investor Solutions, Mellon

Heller is an Enrolled Actuary and graduate of Brown University with 25 years of experience in the design, operation, and communication of company-sponsored retirement plans, particularly defined contribution plans. During his career at Kwasha Lipton and Buck Consultants, both now incorporated into Mellon's HR&IS, Heller spearheaded a variety of training programs, spoke frequently at benefits conventions, and authored numerous articles—all focusing on DC plan administration and its evolution into an outsourced customer service business.



MARK HODGES

Founder and Strategy & Corporate Development, EquaTerra

Hodges is an acknowledged pioneer of BPO and leader in strategy and corporate development. Prior to forming EquaTerra, he established and led TPI's BPO practice in his role as Managing Partner of BPO. Hodges was VP of Strategy & Corporate Development for Exult, the Worldwide Director of Gartner's Dataquest IT Services Vendor Group, and COO of G2 Research, a market research and consulting firm. Hodges is a regular speaker at global BPO industry events. He sits on two industry advisory boards—the HROA and the SBPOA. Mark graduated from the University of California at Berkeley with a BA in Political Economics of Industrial Societies.



MICHEL JANSEN

President Supplier Solutions, Everest Group

During a career spanning almost two decades in outsourcing leadership positions, Janssen has been a major contributor to the industry's development and has designed strategies for creating effective relationships between service organizations and their clients in a wide cross-section of industries and business processes. Prior to joining Everest Group, Janssen served as a senior member of Gartner's Strategic Sourcing Practice, where he was responsible for developing and implementing service offerings across the various Gartner business units. Janssen also held several management positions at EDS for 12 years.

2005 HRO SUPERSTARS

WHO'S WHO: Advisors



KATHERINE JONES

Research Director, Aberdeen Group

Jones provides research and consulting services in business applications in today's e-Business environments. In charge of Aberdeen's Human Capital Management practice, Jones covers variable compensation management, staff hiring and retention issues, application service provider solutions, and employee self-service. A veteran in enterprise applications, Jones has been responsible for technical product marketing and strategic alliance management in several computer companies since 1984. Prior to a high technology career, Jones was a university dean. Her doctorate and masters degrees are from Cornell University. Jones is a frequent speaker and is widely published in the United States and abroad.



JAMES MACDONALD

Managing Director, First Analysis Corporation

MacDonald coordinates research and investment in the HR and accounting services sector, including research coverage of leading private and publicly traded companies in his sector, at the research-driven investment firm. Prior to joining First Analysis in 1997, he was a general manager at Nalco Chemical Company. Earlier, he was with a subsidiary of Ecolab Inc. He earned an MBA from Harvard University and a bachelor's degree in civil engineering from Cornell University.



D. SCOTT MACKESY

General Partner, Welsh, Carson, Anderson & Stowe

Mackesy joined Welsh, Carson, Anderson & Stowe in 1998, focusing on investments in the healthcare industry. He was elected a class A Director of LabOne at the special meeting of shareholders held in 2002. Prior to joining Welsh Carson, he worked for six years at Morgan Stanley Dean Witter in the Investment Research Department as a VP, where he was responsible for coverage of the facilities-based healthcare services sector. Mackesy graduated from the College of William & Mary. He is a member of the board of directors of United Surgical Partners, Inc. and several private companies.



DENNIS MCGUIRE

President and CEO, TPI Sourcing Consultants

McGuire co-founded TPI in 1989. With more than 20 years of relevant industry experience, he has led the firm in its service offerings and international expansions, as well as the company's substantial growth. McGuire has been a leader in the growth and evolution of the outsourcing industry. He is a frequent speaker at industry conferences, user events, and service provider forums. He is the recipient of the 2003 Ernst & Young Houston Entrepreneur of the Year Award and the 2000 World Outsourcing Achievement Award. With each organization, his primary focus is to encourage the use of technology in the improvement of teaching and training programs.



RANDALL MEHL

Managing Director, Robert W. Baird

Senior analyst in the Equity Research department, Mehl covers the Human Capital Services segment, which includes companies in the areas of outsourcing and staffing. In 2004, he was ranked number one in Bloomberg's Top Analysts survey and was recognized by *The Wall Street Journal* and *Forbes* as an All-Star Analyst. He has presented at several HR-related industry events and has addressed executive teams and boards of various companies in the sector. Prior to joining Baird, he was a senior consultant at Andersen Consulting. He holds an MBA, with honors, from the University of Chicago and a BS, Cum Laude, from Bowling Green State University.



SUSAN MEISINGER

President & CEO, Society for Human Resource Management (SHRM)

Meisinger held various positions at SHRM since 1987. Prior to joining the Society, Meisinger served as Deputy Under Secretary for the Employment Standards Administration in the U.S. Department of Labor. She frequently serves as an expert on workplace and business issues in the national media and has appeared on well known broadcast news programs as well as in stories in *The New York Times*, *The Washington Post*, and *The Wall Street Journal*, among other publications. Meisinger received a BA from Mary Washington College and a JD from the National Law Center of George Washington University.



GILBERT PARKER

Director, Vales Consulting Group

Parker has 30 years of marketing, sales, proposal, and presentation experience with PricewaterhouseCoopers, Deloitte Haskins & Sells, and McKinsey & Company. Parker has directed, managed, and authored 225 successful proposals to Global 1000 companies, including 50 winning proposals for HR organization, compensation, benefits, expatriate consulting, and outsourcing programs. Parker was a speaker at the HRO World Conference & Exposition held in New York in July 2003, leading a session on "Managing the Sales Proposal Process."



PAUL S. SARBANES

Senator, State of Maryland

Since 1977, Sarbanes has served in the United States Senate as the Ranking Member of the Senate Banking, Housing and Urban Affairs Committee, and he is a senior member of the Foreign Relations, Budget and Joint Economic Committees. Sarbanes graduated from Princeton University, was awarded a Rhodes Scholarship, and attended Harvard Law School. In 2001, Sarbanes held a series of hearings resulting in the passage of a bill designed to reform the accounting industry and restore investor confidence. "The Public Company Accounting Reform and Investor Protection Act" was signed into law on July 30, 2002; it's known as the "Sarbanes-Oxley Act."



EVA M. SCHMATZ

President, Summus and Co-Founder, Reference Standards Board

Schmatz is well-versed in handling the special challenges facing corporations operating in diverse national and cultural frameworks. She has been engaged by *Fortune* 500 companies for strategic marketing and organizational development in a broad range of industries, including retail, consumer products, automotive, financial services, professional services, and IT. She has helped direct the implementation of strategies at all levels, from management processes to communications to executive development and behavioral alignment. She holds a BA and an MBA from the University of Chicago and is an adjunct professor of the Graduate School of Business of Stony Brook.



MIMI WOLFE STROUSE

Managing Director, Warburg Pincus

Strouse joined Warburg Pincus in 2002 and focuses on BFO and Human Capital Management investing. Previously, she was a principal at General Atlantic Partners, the Greenwich, Connecticut-based private equity firm. Strouse also worked as a financial analyst in the Mergers and Acquisitions division of Credit Suisse First Boston. She received her BA in history and African Studies from Trinity College and an Honors diploma in African Studies from the University of Cape Town in South Africa. Strouse is a director of Bridgepoint Education and WNS.



RICHARD TINERVIN

Managing Partner, Tinervin Advisors

Tinervin has more than 30 years' experience in international and U.S. financial services. Since electing early retirement from Citigroup, he formed Tinervin Advisors as an independent consultancy to asset management organizations to include leading the adoption of BFO. Tinervin received his BA in psychology from the University of Vermont and an MBA from Fairleigh Dickinson University. He holds Series 7, 63, and 24 Securities Licenses. Other industry leadership affiliations include the American Bankers Association, the Association of Investment Management Sales Executive, and the International Association of Financial Planners.



MARK TOON

Founder and CEO, EquaTerra

Toon has advised global corporations on BPO, management of third-party contracts, shared services development, and SG&A cost reduction/value improvement. He was a partner with TPI, a privately-held sourcing transaction firm, where he was responsible for TPI's marketing, sales, and business development. Toon was also founder and CEO of SourceNet Solutions—one of the first finance & accounting BFO providers. Prior to forming SourceNet, Mark spent nine years at Andersen Consulting, helping Global 2000 companies improve their business processes. Mark graduated from Baylor University with a BBA in Management and Statistics, and an MBA with Honors in Marketing Research.



JOSEPH VALES

Founder and Senior Partner, Vales Consulting Group

Vales has 30 years of line management and consulting experience in marketing, sales, and new business development with PricewaterhouseCoopers, Citibank, Shearson Lehman Hutton, and Booz Allen Hamilton. He is a Founding Trustee of the HRO Association. As an HRO expert, Vales was engaged by one law firm's renowned anti-trust lawyer to develop an overall strategy to support the business and legal case for the regulatory approval of a \$500 million merger of two HR/payroll firms. He led a major study of the BPO, HRO, and payroll outsourcing industry to prepare two 35-page and 85-page reports as evidential material that was filed with the United States Justice Department, Anti-Trust Division, which approved the merger in 2003.



BARRY WIEGLER

Managing Director, Sourcing Interest Group

Wiegler conceived the idea for the Sourcing Interests Group in 1991 and has led the vision for the Group's early recognition and movement into new sourcing arenas. He serves as the Group's CEO as well as the being the lead moderator for SIG's conferences. He actively facilitates the relationships of SIG's members, and, in doing so, is in the hub of much of the industry's sourcing initiatives. As the leader of the neutral sourcing organization, Wiegler has been honored to serve as a judge for industry awards presented by other major organizations.



LOWELL WILLIAMS

Human Resources Practice Leader, EquaTerra

Williams has more than 26 years of international HRO expertise, including account management, contract management, and executive-level HR project management responsibility for global clients. Before EquaTerra, Lowell was a Project Director for TPI, leading HRO engagements. He was also an Executive Director for Exult. There, he was responsible for supervising the conversion of HR processes, initiating due diligence projects for HRO and application support and maintenance, structuring HR benefits and salaries, and conducting transition analysis and documentation for international clients. Lowell holds a JD from Columbia University and is fluent in both French and German.

2005 HRO SUPERSTARS

Top HRO STARS

EUROPEAN HRO LEADERS

Like the European HRO industry itself, this sector of superstars is growing by leaps and bounds—from 8 European HRO Leaders in last year's list to 22 in this year's.

SUPERSTAR	ORGANIZATION	TITLE	WHAT MAKES THEM SHINE
Anneliese Anghel	Romp petrol Group	VP of HR	Energizing the Eastern bloc's largest petroleum provider
Kevin Barrow	Tarlo Lyons	Joint Managing Partner	The go-to barrister for global HRO advice
P.J. Bruyniks	HR-XML Consortium	Chairman	Creating a common language for HR technology

“In Europe, a trend that has been growing for years is that governments are reducing the cradle-to-grave social security. People will be more and more responsible for their own insurances, etc. Companies don't know exactly how to deal with this. So a whole new business could start to fill up this gap.” — P.J. Bruyniks, HR-XML Consortium

Paul Davies	GM Europe	Director HR Services	Driving European enterprise-level HRO
Luccio Fumigalli	Accenture	NA	Ciao Bello HRO
Phillippe Gluntz	ADP Europe	Chairman	HRO Chairman Emeritus
Gill Gordon	Schlumberger Ltd	Director of Personnel, North/Central Europe	HRO helps Schlumberger employees say 'Vive la Liberte'
Ian Harvey	Royal Air Force	Air Commodore, Director of Operations	Putting their HR at ease
Beate Hillmann	Infineon Technologies	Project Manager of Business Re-Engineering and Benchmarking	Manages the circuitry of Germany's largest HRO projects
Andrew Kris	Shared Services & Business Process Outsourcing Association (SBPOA)	Chairman of the Advisory Board	Foremost European promoter of BPO and shared services
Albert Martens	IKEA	NA	Using HRO to furnish themselves with the best staff
Steve Melamed	AVAYA	VP Global HR Operations	Providing a network for global HRO
Robin Mills	Woolworths UK	Human Resources Director	Found a real bargain in HRO
Brendan O'Farrell	HCM International; IHRIM Europe	CEO (HCM); Chairman (IHRIM Europe)	Turned to by HRO leaders worldwide for empirical advice
Tom Olavi BANGEMANN	Answerthink Europe GmbH	Senior Director European Shared Services Practice Leader	Is Bilingual: Speaks the language of both HRO and shared services

“The ability to assess the current and future business needs from multiple stakeholders; identify the optimal delivery mix; design and deliver a service package that meets the needs of the stakeholders, and creates a true partnership between internal and the external stakeholders; to create a seamless delivery to customers—accomplishing that would be Superstardom. It might even be walking on water!” — Barbara Quilty, Visteon

Barbara Quilty	Visteon	Director of Compensation and Benefits	HRO helps them put all the parts together
Mike Seaman	KONE	Assistant Vice President HR	Lifting HR for KONE's 15,000 employees with HRO
Luca Segantini	SBPOA	Secretary	The operating mind behind the SBPOA
John Steele	HROA Europe; British Telecommunications	Chairman; Group Personnel Director (retired)	The Silver Fox; led BT's pioneering HRO effort
Jacques Vandermeiren	Elia	Chief Corporate Officer	Electricity transmission company powered by HRO
John Weirich	Visteon	Director of Finance Process Improvement	Found improvements through HRO
Tony Williams	The Royal Bank of Scotland Group	HR Shared Services Director	A leader in the HRO-versus-other-options debate

2005 HRO SUPERSTARS

WHO'S WHO: European HRO Leaders



ANNELIESE ANGHEL

VP HR & Shared Services, Rompetrol Group

Anghel has been working in the oil and gas business/energy industry at Rompetrol since January 2000, when she began as HR Director. Her responsibilities include providing leadership and coordination of corporate HR strategy and programs, and the development and implementation of a Shared Services system concept for Rompetrol. She holds a University degree in Faculty of Civil, Industrial and Agricultural Constructions, Bucharest and MSc Constructions. Presently, she is enrolled in the General Manager Program at Harvard Business School.



KEVIN BARROW

Joint Managing Partner, Tarlo Lyons

Barrow joined Tarlo Lyons in 1988 and has been a partner since 1993. He specializes in technology outsourcing, HRO, BPO, and employment and regulatory issues surrounding outsourcing and offshoring. He heads up the HRO group at Tarlo Lyons, which advises end-users and suppliers in relation to recruitment, payroll, training, and other HR outsourcing. Barrow also has experience in employment law, fundraisings, joint ventures, M&A, project finance, and a wide range of general commercial matters.



P.J. BRUYNIKS

Chairman, HR-XML Consortium

Bruyniks started working in the IT business more than 18 years ago. Since 1991, he has worked for Randstad in 14 different countries, with functions and responsibilities as a business analyst, project/department/change/implementation manager, consultant, and interim IT director. He is deeply involved in bringing HR-XML standards to Europe and driving the launch of the European HR-XML Consortium as Chairman.



No Photo Available

PHILIPPE GLUNTZ

Chairman, ADP Europe

Since 1995, Gluntz has held various positions within ADP, as President of ADP Europe and Corporate VP of ADP. He has held various executive positions at Cap Gemini Sogeti, Alcatel NV, CGE-Alstom International, and GSI (Générale de Service Informatique) and its subsidiaries. He is also an Associate Professor of Strategy at University of Aix-Marseille. Gluntz is an INSEAD alumnus and earned his PhD in Strategy and Change Management from Vanderbilt University.



No Photo Available

GILL GORDON

Director of Personnel-North Central Europe, Schlumberger Ltd

Since 1985, Gordon has held many positions in Schlumberger in operational, staff, and international roles. Prior to that, she worked for Ford Motor Company. Parker has been involved in a number of strategic initiatives in the areas of career development, mobility and diversity, as well as acquisitions and divestitures. During this time, she has spent more than 10 years in expatriate assignments in France, Germany, and the U.S.



IAN HARVEY

Air Commodore, Director of Operations, Armed Forces Personnel Administration Agency, Royal Air Force

Harvey has served in the Royal Air Force since 1976 as an Administrative Officer specializing in HR and IT. He is responsible for the IT support of all administrative and HR functions in the Royal Navy, Army, and RAF. During his military service, he worked as a programmer/analyst, HR manager, and account officer. In 1991, he was selected for a prestigious exchange post with the US Air Force.



BEATE HILLMANN

Project Manager of Business Re-Engineering and Benchmarking, Infineon Technologies

Hillmann focuses on identifying efficiency, standardization, and outsourcing potential with respect to HR administration. She joined Infineon in 2000 as the Head of HR Planning, Controlling, and Social Policy. She then became Director in the Infineon Re-Engineering and Benchmarking department, where she negotiated and finalized outsourcing contracts for selected HR administration processes.



ANDREW KRIS

Chairman of the Advisory Board, Shared Services & Business Process Outsourcing Association (SBPOA)

Kris is co-author of *Shared Services: Mining for Corporate Gold and Shared Services: The Executive Briefing*. Following an extensive career in international leadership roles with The Dow Chemical Company, he is a Partner in Borderless Executive Search, a firm specializing in the search for leaders of trans-national corporations. Kris is a Graduate of Marketing and an INSEAD alumnus.



BRENDAN O'FARRELL

Chief Executive, HCM Int.; Chairman, IHRIM Europe

During a 30-year career, O'Farrell has advised a number of global companies in many aspects of HRM. O'Farrell is a frequent speaker at industry and HR conferences; he has authored and co-authored more than 100 articles and peer-reviewed papers and texts on various HR and business management topics. His latest book, with co-author Dermot Hand, *Managing Performance in Employer Organisations-Building and Sustaining a Performance Culture*, is scheduled for release this month.



TOM OLAVI BANGEMANN

Senior Director, European Shared Services Practice Leader, Answerthink Europe GmbH

Bangemann has worked on shared services projects for the past five years for clients such as GM, Aventis, Lafarge, Henkel, Novartis and Tchibo and has experience in all phases of a shared services project, including outsourcing case information.



BARBARA QUILTY

Director of Compensation and Benefits, Visteon Corp.

Quilty is responsible for global compensation and benefits strategy, as well as HRIS and payroll systems, a role she has held since 2000. Prior to joining Visteon, Quilty held leadership roles in compensation and benefits at Monsanto Corp., US WEST, Borden Inc., MCI Telecommunications, and the Washington Post Company. Quilty holds a bachelor's degree from Smith College and an MBA from the University of Chicago. She was inducted into the YWCA-NYC Academy of Women Achievers in 1993.



LUCA SEGANTINI

Director, SBPOA

After a 10-year career with Masson Publishing and Adis International, Segantini set up his own consultancy, providing strategic advice and coordinating publishing, communication, and marketing projects. Making sure that akris.com and the SBPOA reinforce their position as the leading online and offline sources of knowledge and advice on shared services and BPO is Segantini's strong commitment.



JOHN STEELE

Chairman Europe, HROA; Group Personnel Director (retired), British Telecommunications

Steele had a 40-year corporate career at Ford, IBM, and BT along with international experience in Europe, the United States, and Asia. He is adept in culture change, reorganization, downsizing, mergers/acquisitions, and partnering with trade unions. He pioneered one of the first major outsourcing success stories between BT and Accenture, and is now a non-executive board member and advisor to various organizations.



JACQUES VANDERMEIREN

Chief Corporate Officer, Elia

Vandermeiren began working at the energy giant, Elia, in 1999, where he is in charge of legal affairs, communications, heritage and the environment, HR, and regulatory affairs. While managing 1,000 people, he is involved in the recruitment and integration of staff and the establishment of a general policy and objectives for each department. A lawyer by trade, Vandermeiren spent nine years at Electrabel prior to joining Elia and served as in-house counsel to the Distribution department at Intercom.



JOHN WEIRICH

Director of Finance Process Improvement, Visteon Corp.

Weirich is responsible for overseeing financial process and related systems application development efforts, as well as compliance with Section 404 of the Sarbanes-Oxley Act. He is also a member of Visteon steering committee, overseeing the launch of new HRIS and payroll systems. Prior to joining Visteon, Weirich held various accounting and finance leadership roles with Ford Motor Co. Weirich holds a bachelor's degree from Michigan State University and an MBA from Eastern Michigan University.



TONY WILLIAMS

Director of HR Shared Services, RBS Group

Williams supports more than 200,000 employees, pensioners, applicants, and former employees. He is responsible for a wide selection of HR services including HR information strategy, corporate governance, business restructuring, change management, and acquisitions. An active member of the SBPOA, he is a much sought-after speaker on shared services and acquisitions across Europe. He has an MBA in Financial Services and has been with RBS group for six years. Williams book with Peter Reilly, *How to Get the Best Out of HR—The Shared Services Option*, was published in February 2003.

No Bios Available for the Following Superstars:

PAUL DAVIES

Director HR Services, GM Europe

LUCCIO FUMIGALLI

Accenture

ALBERT MARTENS

IKEA

STEVE MELAMED

VP Global HR Operations, AVAYA

ROBIN MILLS

Human Resources Director, Woolworths UK

MIKE SEAMAN

Assistant Vice President HR, KONE