

## HRO Today Forum Event Guide

# THE TALENT CLOUD: THE CONVERGENCE OF HR AND TECHNOLOGY



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## The Stakes Are Higher

Dear Delegates,

Welcome to the *HRO Today* Forum North America 2016. We gather in Chicago against the ever changing back drop of the US and North American economies. We have seen dynamic forces at work in the last ten years changing the business climate and outlining in bold relief the challenges facing HR leaders.

This year our theme of the “Talent Cloud” highlights the intertwining of technology, HR service delivery, metrics management and HR leadership. CEOs have recognized the power of the engaged workforce more than ever before and the HR profession is poised for ascendancy in influence and opportunity.

Against this progress are ominous challenges. The demography of the millennial generation is still under debate not for ability but for values and attitudes. Technology is enabling, but the plethora of solutions is overwhelming and oft times confusing to the buyer. The role of HR is changing, but more than a few CEOs have gone outside of the experienced HR professional community to appoint a CHRO from other business disciplines.

The world may be changing and it may be challenging, but I believe there has never been a more energizing time in this profession. We will explore all of these and other complex issues such as:

- What is “innovation” beyond the cliché usage of the term?
- What is the path for a CHRO to the C-Suite?
- What does the latest research tell us about the workforce?
- Who are the top leaders in the HR community today?

These serious questions and many more will be addressed to be sure, but we will learn, network and have fun (a party at the Improv) and prepare ourselves for the coming trends and the promising future of human resources leadership. Thank you for joining us!

A handwritten signature in black ink that reads "Elliot H. Clark".

Elliot H. Clark, CEO, SharedXpertise  
Chairman, *HRO Today* Forum



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## The Answer is YES

On behalf of the HRO Today Services and Technology Association and the entire SharedXpertise team, we warmly welcome you to the annual *HRO Today* North America Forum.

This year's theme is ***The Talent Cloud - The Convergence of HR and Technology***. Despite technology disruption that has roiled much of America's businesses, the need to attract, retain, protect, and serve employees has insulated companies. But, change is also washing over how we do business — and sending ripples across the HR industry. As you will learn from our speakers, panels, and sessions, a rising cohort of tech-learning and enabled leaders are rethinking creative models and rethinking business. The finalists in our iTalent competition are not surprisingly a part of this movement. They are investing in this vision of the future.

So is HR being shaken by the tech invasion? The answer is yes.

Throughout the next several days, we will be exploring the highest standards of human resources in the management and support of services, technologies and overall HR functions. The *HRO Today* Services & Technology Association is also responding to the needs of our members and enabling technology to help us better manage social media, online networking, on-demand learning and virtual opportunities to engage.

Thought Leadership Councils (TLCs), exploring and discussing topics within talent acquisition, talent management, employee relations & services, and outsourcing, continue to draw a great lineup of speakers, thought leaders, and attendees. Our new committee structure empowers our members to help drive and get deeply involved in how the association responds to industry needs, sets standards and practices, and enhances our user experience. Topics from many of the monthly TLCs and member discussions will be showcased throughout the event in plenary tracks, best practice-sharing sessions, panels, and discussions. While the next several days at the *HRO Today* Forum will provide an excellent opportunity for our members and each of the Forum delegates to participate in great conversations and the sharing of best practices, the association allows you to continue these actions daily. Are you interested in opportunities to engage in networking with HR and business leaders and experts across the globe? Is online learning helpful to your organization and teams? Can the opportunity to engage in thought leadership and industry recognition help your employees and organization? The answers: Yes, yes, yes. If you are not already a member of the *HRO Today* Association, I urge you to do so and keep the conversation and learning active every month.

As business people, we like asking questions. It can help clarify choices and allow us to focus on what really matters. But, in an age of flux, paradox is ascendant. Success will come from embracing the convergence of HR and technology, and adapting to whatever happens. This has always been the "business plan" for successful business leaders, who take what opportunities appear and run with them. More and more, we will all have to learn to run this way.

These are edge-of-your-seat times. That's one reason we have focused on technology within HR as this year's theme. Here is an industry that has been disrupted many times before — by the creation of an ATS, the rise of social media in recruiting and marketing, video interviewing, the launch of the CRM, and so much more — and has always managed to remake itself, even when the critics were most skeptical. So how will it work out this time? Who will be the superheroes and villains, and what will the next technology twist reveal? Sit back and enjoy the show. We're all living it. We might as well enjoy watching it, too.

I am delighted to be welcoming you to what promises to be a highly educational, collaborative, and successful conference!

*Zachary*

D. Zachary Misko  
Global VP – Executive Director  
SharedXpertise

# AGENDA AT A GLANCE AND MEETING ROOMS

## Day 1 — Monday, May 2, 2016

10:00 am - 9:00 pm	<b>Registration</b>
2:00 pm - 4:00 pm	<b>HRO Today Services and Technology Association Global and North America Advisory Board Meeting – Association Members Only</b> — Marquette Room
2:00 pm - 2:30 pm	<b>Digitizing the HR Process: From Competing for Top Talent and Throughout the Employee Lifecycle</b> — Parkside Room • Mason Stubblefield, Vice President of Rewards, Technology, and Operations, Adobe
2:30 pm - 3:00 pm	<b>Motivating in the Digital Workplace: Case Studies that Demonstrate ROI</b> — Parkside Room • Karen Hsu, VP of Marketing, Badgeville
3:00 pm - 3:15 pm	<b>Networking Break</b> — Parkside Foyer – Hosted by: 
3:15 pm - 3:45 pm	<b>Challenging the AI Revolution in HR</b> — Parkside Room • Duncan Miller, Head of Marketing, Talent Acquisition, Lumesse • Tim Jones, Head of RPO & Partner Consulting, Lumesse
3:45 pm - 4:15 pm	<b>The Holy Grail of Global Payroll – How Microsoft Found It</b> — Parkside Room • Victor Garcia Muñoz, Global Payroll Senior Director, Microsoft
4:00 pm - 5:00 pm	<b>HRO Today VIP Meet &amp; Greet (Invitation Only)</b> — Club International Room
5:00 pm - 6:00 pm	<b>HRO Today Awards Cocktail Reception (Invitation Only)</b> — Club International Room — Hosted by: 
6:00 pm - 9:30 pm	<b>HRO Today Awards Gala – Requires Separate Admission from the HRO Today Forum</b> — Gold Coast Ballroom — Hosted by:   

## Day 2 — Tuesday, May 3, 2016

7:00 am - 6:00 pm	<b>Registration</b>		
7:30 am - 8:45 am	<table border="0"> <tr> <td style="vertical-align: top;"> <b>CHRO Breakfast – Invitation Only</b> — Parkside Room — Hosted by:  </td> <td style="vertical-align: top;"> <b>Talent Acquisition Leadership Breakfast – Invitation Only</b> — Venetian Room — Hosted by:  </td> </tr> </table>	<b>CHRO Breakfast – Invitation Only</b> — Parkside Room — Hosted by: 	<b>Talent Acquisition Leadership Breakfast – Invitation Only</b> — Venetian Room — Hosted by: 
<b>CHRO Breakfast – Invitation Only</b> — Parkside Room — Hosted by: 	<b>Talent Acquisition Leadership Breakfast – Invitation Only</b> — Venetian Room — Hosted by: 		
9:00 am - 9:30 am	<b>Opening Remarks with Interactive Networking Exercise</b> — Grand Ballroom • Elliot Clark, CEO, SharedXpertise, <i>HRO Today</i> • Zachary Misko Global Executive Director HRO Today Services and Technology Association		
9:30 am - 10:00 am	<b>The First Ever HR Town Hall</b> — Grand Ballroom — Hosted by:  • Elliot Clark, CEO, SharedXpertise, <i>HRO Today</i> • Peter Cappelli, Director of the Center for Human Resources, The Wharton School		
10:00 am - 10:10 am	<b>Workforce as a Service! The New Reality</b> — Grand Ballroom • Stephen DeWitt, CEO, Work Market		
10:10 am - 10:55 am	<b>Chief HR Officer Panel Discussion</b> — Grand Ballroom • Moderator: Jenn Mann, EVP and CHRO, SAS • Michelle Crosby, EVP & Chief Human Resource Officer, FRHI Hotels & Resorts • Kimberly Hauer, Vice President and Chief HR Officer, Caterpillar Inc. • Matthew Owenby, Senior Vice President, Chief Human Resource Officer, Aflac • Pat Wadors, CHRO & Senior Vice President of the Global Talent Organization, LinkedIn		
10:55 am - 11:25 am	<b>Networking Break</b> — Walton Room — Hosted by: 		

# AGENDA AT A GLANCE AND MEETING ROOMS

## Day 2 — Tuesday, May 3, 2016

11:25 am – 11:35 am	<b>Data-Driven Talent Management: Improve Your Hiring Process with Reliable Human Insights</b> — Grand Ballroom <ul style="list-style-type: none"> <li>• Danielle Johnson, Strategic Sales Director, SkillSurvey</li> </ul>
11:35 am – 12:20 pm	<b>HRO Today Research Showcase</b> — Grand Ballroom <ul style="list-style-type: none"> <li>• Kasey Butler, Account Manager, Hudson RPO</li> <li>• Andy Roane, Vice President, Recruitment Process Outsourcing, Yoh</li> <li>• Gerry Sullivan, Global Leader of Sales &amp; Solutions, PeopleScout</li> </ul>
12:25 pm – 1:25 pm	<b>Talent Acquisition Leader of the Year Award Luncheon</b> — Grand Ballroom — Hosted by: 
1:35 pm – 1:40 pm	<b>Ask Accenture!</b> — Grand Ballroom <ul style="list-style-type: none"> <li>• Jill Goldstein, Managing Director, BPO Offerings, Talent and HR, Accenture Operations, Accenture</li> </ul>
1:40 pm – 2:25 pm	<b>CHRO Panel: PHR to CEO</b> — Grand Ballroom <ul style="list-style-type: none"> <li>• Moderator: <i>Debbie Bolla, Editor-in-Chief, HRO Today</i></li> <li>• Laurie Dalton, CHRO, gategroup, North America</li> <li>• Mark Gasta, Executive Vice President &amp; Chief People Officer, Vail Resorts</li> <li>• Tim Mulligan, Chief Human Resource Officer, San Diego Zoo Global</li> <li>• Candace Osunsade, SVP, Chief Administrative Officer, National Aquarium</li> </ul>
2:25 pm – 2:35 pm	<b>The Art &amp; Science of HR Analytics</b> — Grand Ballroom <ul style="list-style-type: none"> <li>• Michael Beygelman, CEO, Joberate</li> </ul>
2:35 pm – 2:45 pm	<b>The Power of Purpose and How it Can Transform Your Employer Branding, Job Advertising, and Candidate Engagement Strategies</b> — Grand Ballroom <ul style="list-style-type: none"> <li>• Jonathan Campbell, Co-Founder &amp; CEO, Social Talent</li> </ul>
2:45 pm – 2:50 pm	<b>Ask Accenture!</b> — Grand Ballroom <ul style="list-style-type: none"> <li>• Jill Goldstein, Managing Director, BPO Offerings, Talent and HR, Accenture Operations, Accenture</li> </ul>
2:50 pm – 3:20 pm	<b>Networking Break</b> — Walton Room — Hosted by: 
3:20 pm – 3:30 pm	<b>Get Out of the Clouds and Back to Reality! 3 Myths Keeping You From Leading Successful Change</b> — Grand Ballroom <ul style="list-style-type: none"> <li>• Kelli Hinshaw MBA, Director of Client Education, Avantas</li> </ul>
3:30 pm – 4:00 pm	<b>Measuring Quality in Recruitment Process Outsourcing (RPO)</b> — Grand Ballroom <ul style="list-style-type: none"> <li>• John Wilson, CEO, WilsonHCG</li> </ul>
4:00 pm – 4:30 pm	<b>The GOLD Standard: 'Globally Operated, Locally Delivered' RPO</b> — Grand Ballroom <ul style="list-style-type: none"> <li>• Adam Blumberg, Vice President, Key Accounts, Korn Ferry Futurestep</li> <li>• Jerod Funke, Head, Global Talent Acquisition, Tyco</li> </ul>
4:30 pm – 5:00 pm	<b>Revolution in Performance Appraisals and What It Means</b> — Grand Ballroom <ul style="list-style-type: none"> <li>• Peter Cappelli, Director of the Center for Human Resources, The Wharton School</li> </ul>
6:30 pm – 10:00 pm	<b>HRO Today Magazine Party at The Second City Comedy Club</b> — Hosted by:  (Meet in hotel lobby at 6:30 pm for bus departure)

# AGENDA AT A GLANCE AND MEETING ROOMS

## Day 3 — Wednesday, May 4, 2016

7:00 am – 3:00 pm	<b>Registration</b>	
	<b>Healthcare Track</b> — Hosted by: 	<b>Center For Human Resources at the Wharton School Track</b> — Hosted by: 
9:30 am – 10:00 am	<b>When to Use RPO in Healthcare</b> — Parkside Room <ul style="list-style-type: none"> <li>• Carole Hackett, Sr. Vice President of Human Resources, Houston Methodist</li> <li>• Steven Hines, Divisional Vice President, Business Development, Clinical Magnet</li> <li>• Ella Oerther, Regional Director, Business Development, Clinical Magnet</li> <li>• Thomas Vernon, System Director Talent Acquisition Strategy and Organizational Development, Houston Methodist</li> </ul>	9:30 am – 10:00 am <b>Building the Synchrony Financial Employer Brand</b> — Venetian Room <ul style="list-style-type: none"> <li>• Claudine Hoverson, VP of Talent Recruitment, Synchrony Financial</li> <li>• Liz Weeks, Head of Employer Branding &amp; Talent Attraction, Alexander Mann Solutions</li> </ul>
10:00 am – 10:30 am	<b>Prepare for Big Changes in the Healthcare Workforce: Retirement and Emerging Roles Will Shape the Future</b> — Parkside Room <ul style="list-style-type: none"> <li>• Marcia Faller, PhD, RN, Chief Clinical Officer, AMN Healthcare</li> </ul>	10:00 am – 10:30 am <b>Liquid Staffing—Filling Your Talent Gaps When and Where You Need</b> — Venetian Room <ul style="list-style-type: none"> <li>• Penny Queller, Senior Vice President, Alexander Mann Solutions</li> </ul>
10:30 am – 11:00 am	<b>Engaging Employees in a Health 3.0 World</b> — Parkside Room <ul style="list-style-type: none"> <li>• Ivor Horn, MD, MPH, Medical Advisory Board Member, Accolade</li> <li>• Umair Khan, Customer Operations Lead, Product Development, Accolade</li> </ul>	
11:00 am – 11:15 am	<b>Networking Break</b> — Parkside Foyer – Hosted by: 	
11:15 am – 11:30 am	<b>HRO Today MSP Baker's Dozen Survey Results</b> — Grand Ballroom <ul style="list-style-type: none"> <li>• Debbie Bolla, Editor-in-Chief, HRO Today</li> </ul>	
11:30 am - 11:40 am	<b>Winning the War on Talent with a Purely Vendor-Neutral and Integrated Contingent Workforce Management Model</b> — Grand Ballroom <ul style="list-style-type: none"> <li>• Carmen Malatino, Sr. Director of Sales and Corporate Marketing, PRO Unlimited</li> </ul>	
11:40 am - 12:10 pm	<b>How to Build A Strong Diversity Strategy - Analytics for Driving Improvement</b> — Grand Ballroom <ul style="list-style-type: none"> <li>• Peter Vermeulen, Head of HR Americas, The Linde Group</li> <li>• Audra Jenkins, Senior Director, Diversity and Compliance, Randstad Sourceright</li> </ul>	
12:10 pm - 12:20 pm	<b>A Challenge to HR: Make Your Organization Millennials' Employer of Choice</b> — Grand Ballroom <ul style="list-style-type: none"> <li>• Kelly Max, CEO, Haufe USA</li> </ul>	
12:20 pm - 12:25 pm	<b>Ask Accenture!</b> — Grand Ballroom <ul style="list-style-type: none"> <li>• Jill Goldstein, Managing Director, BPO Offerings, Talent and HR, Accenture Operations, Accenture</li> </ul>	
12:25 pm - 12:35 pm	<b>The Strategic Engagement of RPOs Through Enabling Technology</b> — Grand Ballroom <ul style="list-style-type: none"> <li>• Jack Coapman, Chief Strategy Officer, gr8 People</li> </ul>	
12:35 pm - 1:30 pm	<b>Lunch: "How Do You Quantify Your Quality of Hire?"</b> — Grand Ballroom – Hosted by:  <ul style="list-style-type: none"> <li>• Brad Dever, Executive Director, Human Capital Solutions, Allegis Global Solutions</li> </ul>	
1:30 pm - 1:40 pm	<b>Total Workforce Acquisition - Balancing the Hiring of Contingent and Full-Time Talent in One Model</b> — Grand Ballroom <ul style="list-style-type: none"> <li>• Tracey Richardson, Vice President, RPO Practice, Agile-1</li> </ul>	
1:40 pm - 1:50 pm	<b>6 Strategies for Buying SaaS Technology</b> — Grand Ballroom <ul style="list-style-type: none"> <li>• Tom Boyle, Vice President of Product, Montage</li> </ul>	



# AGENDA AT A GLANCE AND MEETING ROOMS

## Day 3 — Wednesday, May 4, 2016

1:50 pm - 2:20 pm	<b>Not with My Money You Don't: Investment in Innovation and the HR Suite</b> — Grand Ballroom <ul style="list-style-type: none"><li>• Moderator: Adam Hale, CEO, Fairsail</li><li>• Brian Cole, Robert W. Baird &amp; Co., Director</li><li>• William Filip, Managing Director, Delancey Street Partners</li><li>• Brian Little, Head of Human Resources, Zurich, North America</li><li>• Kristen Robinson, Chief Human Resource Officer, Pandora</li><li>• Lisa Sterling, Executive Vice President and Chief People Officer, Ceridian</li></ul>
2:20 pm - 2:30 pm	<b>HRO Today Tektonic Awards Announcement</b> — Grand Ballroom <ul style="list-style-type: none"><li>• Debbie Bolla, Editor-in-Chief, HRO Today</li></ul>
2:30 pm - 3:30 pm	<b>Annual iTalent Competition</b> — Grand Ballroom <ul style="list-style-type: none"><li>• Emcee: Matt Charney, Executive Editor, Recruiting Daily</li><li>• Jan Antoniewicz, Business Development Manager, Emplo</li><li>• Shon Burton, Founder and CEO, HiringSolved</li><li>• Jack Coapman, Chief Strategy Officer, Gr8 People</li><li>• Manish Goel, Co-Founder and CEO, TrustSphere</li><li>• Adam Hale, CEO, Fairsail</li><li>• Kathryn Minschew, CEO and Co-founder, The Muse</li></ul>
3:30 pm - 3:45 pm	<b>Closing Remarks &amp; Giveaways</b> — Grand Ballroom



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## 2016 Awards Gala

### May 2, 2016

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# **HIRO** TODAY

## **Magazine Party**

### **May 3, 2016**








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Buses leave the Drake Hotel starting at 6:30 pm.

# AGENDA – MONDAY, MAY 2, 2016

TIME	SESSION	ROOM
2:00 pm – 4:00 pm	<b>HRO Today Services and Technology Association Global and North America Advisory Board Meeting – Association Members Only</b>	Marquette Room
2:00 pm – 2:30 pm	<b>Digitizing the HR Process: From Competing for Top Talent and Throughout the Employee Lifecycle</b>	Parkside Room
	 <p><b>Mason Stubblefield</b> VP, Global Rewards, Adobe Systems</p> <p>Adobe eliminates delays associated with paper-based systems by automating common HR tasks that are part of recruiting, hiring, and onboarding. In this session, you'll learn how to:</p> <ul style="list-style-type: none"> <li>• Secure the right talent at the right time in the right position</li> <li>• Create fast, productive, electronic workflows</li> <li>• Optimize accuracy and secure information</li> <li>• Enhance and streamline processes throughout the employee lifecycle using electronic signature services</li> </ul>	
2:30 pm – 3:00 pm	<b>Motivating in the Digital Workplace: Case Studies that Demonstrate ROI</b>	Parkside Room
	 <p><b>Karen Hsu</b> VP of Marketing, Badgeville</p> <p>"Customer and user experience" are bigger business buzzwords than "employee experience," yet improving employee experience can optimize user experience. In this session, Hsu will discuss challenges such as accomplishing transformative cultural change, increasing productivity, social collaboration, and driving skills acquisition. This talk will cover the benefits of effective cultural change programs, including improved awareness of the mission and employee behavior that better reflects company values.</p>	
3:00 pm – 3:15 pm	<b>Networking Break</b> — Hosted by: 	Parkside Room
3:15 pm – 3:45 pm	<b>Challenging the AI Revolution in HR</b>	Parkside Room
	 <p><b>Tim Jones</b> Head of RPO &amp; Partner Consulting, Lumesse</p>  <p><b>Duncan Miller</b> Head of Marketing, Talent Acquisition, Lumesse</p> <p>Never more so in history has technology supported the day-to-day lives of so many. It is often the ultimate tool for driving greater efficiency, visibility, and control in everything we do. Despite its unquestionable benefits to business and indeed the world of HR, experts are now forecasting that technology may supersede the user and render many professionals obsolete. While we think this is the extreme, we will look at who should be driving whom in HR, from frameworks to processes, who or what should be the driver. We examine the role technology plays in some of the core areas or talent acquisition and ask the questions: human or machine? Key performance indicators or a personal touch?</p>	
3:45 pm – 4:15 pm	<b>The Holy Grail of Global Payroll – How Microsoft Found It</b>	Parkside Room
	 <p><b>Victor Garcia Muñoz</b> Global Payroll Senior Director, Microsoft</p> <p>In 2013, Microsoft and Accenture set off on a journey to streamline, enhance controls and standardize Microsoft's payroll globally. Microsoft had already consolidated from 50 payroll providers to only three core providers. They also realized the superior value of standardizing payroll administration, inquiry management, and enhancing the control environment. Come to this session to see how to establish a consistent, global payroll experience. Learn how to eliminate the headaches of payroll administration and virtually eliminate errors, and how Microsoft got unprecedented flexibility, oversight, and visibility into the performance of their overall payroll function.</p>	

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# AGENDA – MONDAY, MAY 2, 2016

TIME	SESSION	ROOM
4:00 pm – 5:00 pm	<b>HRO Today VIP Meet &amp; Greet (Invitation Only)</b>	Club International Room
5:00 pm – 6:00 pm	<b>HRO Today Awards Cocktail Reception (Invitation Only)</b> — Hosted by: <b>PONTOON</b>	Club International Room
6:00 pm – 9:30 pm	<b>HRO Today Awards Gala – Requires Separate Admission from the HRO Today Forum</b> — Hosted by: <b>PONTOON ALLEGIS GLOBAL SOLUTIONS™</b>  <p><b>Be Connected!</b> HR Technology, Services and Leaders Unite</p> <p>For the past several years, the HRO Today Awards Gala has been the highlight of the year and an aspiration for those in the HR industry regionally and globally. The theme of this year's event is <b>Be Connected! – HR Technology, Services and Leaders Unite.</b></p> <p>Awards to be featured:</p> <ul style="list-style-type: none"> <li>• CHRO of the Year Awards</li> <li>• Lifetime Achievement Award</li> <li>• HRO Today Services and Technology Awards</li> </ul> <p><b>2016 CHRO of the Year Finalists:</b></p>	Gold Coast Ballroom



**Lisa Jeffries Caldwell**  
Executive Vice President & Chief Human Resources Officer  
Reynolds American (RAI)



**Rudy Campoya**  
Chief Human Resources Officer  
Socorro Independent School District



**Lainie Cooney**  
Chief Human Resources Officer  
DPI Specialty Foods Inc.



**Larry Costello**  
Executive Vice President and Chief Human Resources Officer, Tyco



**Michelle Crosby**  
EVP & Chief Human Resources Officer  
FRHI Hotels & Resorts (Fairmont Hotels)



**Laurie Dalton**  
Chief Human Resources Officer  
gategroup North America



**Dane Friend**  
CHRO and VP of HR  
Baylor College of Medicine



**Mark Gasta**  
Executive Vice President and Chief People Officer  
Vail Resorts



**Kimberly Hauer**  
Vice President and Chief HR Officer  
Caterpillar Inc.



**Kari Heerdt**  
Chief People Officer  
MSC Industrial Supply Co.



**Brian Little**  
Head of Human Resources, Zurich  
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**Jed Milstein**  
Executive Vice President & Chief Human Resources Officer  
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**Tim Mulligan**  
Chief Human Resources Officer  
San Diego Zoo Global



**Linda Nelson**  
Associate Vice President, Human Resources  
Georgia State University



**Matthew Owenby**  
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**Audrey Van Luven**  
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**Pat Wadors**  
CHRO & Senior Vice President of the Global Talent Organization  
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# AGENDA – TUESDAY, MAY 3, 2016

TIME	SESSION	ROOM
7:30 am – 8:45 am	<b>CHRO Breakfast (Invitation Only)</b> — Hosted by:  <b>WilsonHCG</b> HUMAN CAPITAL GROUP	Parkside Room
7:30 am – 8:45 am	<b>Talent Acquisition Leadership Breakfast (Invitation Only)</b> — Hosted by:  <b>CIELO</b>	Venetian Room
9:00 am – 9:30 am	<b>Opening Remarks with Interactive Networking Exercise</b>	Grand Ballroom
	 <b>Elliot Clark</b> CEO, SharedXpertise, <i>HRO Today</i>  <b>Zachary Misko</b> Global Executive Director HRO Today Services and Technology Association	
9:30 am – 10:00 am	<b>The First Ever HR Town Hall</b> — Hosted by:  <b>alexander mann solutions</b>	Grand Ballroom
	 <b>Elliot Clark</b> CEO, SharedXpertise, <i>HRO Today</i>  <b>Peter Cappelli</b> Director of the Center for Human Resources, The Wharton School	
	<p>Got questions? We've got answers. SharedXpertise and <i>HRO Today</i> CEO Elliot Clark will moderate a town-hall-style meeting with the expertise of Peter Cappelli, the director of Wharton School's Center for Human Resources. In this interactive session, Clark will take questions on the hottest issues in HR, proposed economic policies and how they will affect the work and the trends and innovations changing the future of HR. Cappelli will share his insights based on 20 years of research and leadership in HR. The spotlight is on the audience as you get to set the agenda for this thought-provoking session.</p>	
10:00 am – 10:10 am	<b>Workforce as a Service! The New Reality</b>	Grand Ballroom
	 <b>Stephen DeWitt</b> CEO, Work Market	
	<p>The enterprise is changing. From the evolving face of the skilled workforce and the pervasive nature of technology to the immediate pressure to compete. It is a perfect dynamic for transformational change. Join Stephen DeWitt, CEO of Work Market, to explore next-generation solutions around modern-enterprise, on-demand operating models and how successful CHROS and their organizations are leveraging new tools to organize their internal, external, and partner-based talent.</p>	
10:10 am – 10:55 am	<b>Chief HR Officer Panel Discussion</b>	Grand Ballroom
	 <b>Moderator: Jenn Mann</b> EVP and CHRO, SAS	
	 <b>Michelle Crosby</b> EVP & Chief Human Resource Officer, FRHI Hotels & Resorts	 <b>Kimberly Hauer</b> Vice President and Chief HR Officer, Caterpillar Inc.
	 <b>Matthew Owenby</b> Senior Vice President, Chief Human Resource Officer, Aflac	 <b>Pat Wadors</b> CHRO & Senior Vice President of the Global Talent Organization, LinkedIn
	<p>Tap into the minds of the utmost leaders in the field of HR. Our CHRO roundtable is an interactive session that offers the opportunity for your questions to be answered by top executives. Hot topics to be discussed: talent retention, employee engagement, strategic delivery, HR technology, and more!</p>	
10:55 am – 11:25 am	<b>Networking Break</b> — Hosted by:  <b>Advantage xPO</b>	Walton Room





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# AGENDA – TUESDAY, MAY 3, 2016

TIME	SESSION	ROOM
11:25 am – 11:35 am	<p><b>Data-Driven Talent Management: Improve Your Hiring Process with Reliable Human Insights</b></p>  <p><b>Danielle Johnson</b> Strategic Sales Director, SkillSurvey</p> <p>Big data and technology has drastically changed the way companies approach hiring. As new ideas come and go, one thing never changes: past performance can predict future success. By leveraging SkillSurvey's patented online reference checking solution, companies are transforming their data-driven process by including insights from past managers and peers to provide better insight into a candidate's future job performance, while seamlessly building a database of like potential candidates.</p>	Grand Ballroom
11:35 am – 12:20 pm	<p><b>HRO Today Research Showcase</b></p>  <p><b>Kasey Butler</b> Account Manager, Hudson RPO</p>  <p><b>Gerry Sullivan</b> Global Leader of Sales &amp; Solutions, PeopleScout</p>  <p><b>Andy Roane</b> Vice President, Recruitment Process Outsourcing, Yoh</p> <p><b>Candidate Engagement and Expectations: An In-Depth Study On Best Practices Used To Engage Candidates</b></p> <p>Today's biggest challenge is engaging talent in the recruitment process. How do we cut through the noise to get candidates' attention? This study will examine the engagement techniques that hiring managers and recruiters claim are most effective versus what candidates state is most effective.</p> <p><b>The Worker Confidence Index</b></p> <p>Beginning with the Third Quarter of 2014, <i>HRO Today</i> Magazine together with Yoh Recruitment Process Outsourcing launched a new index to measure employment security.</p> <p>There are multiple indices that look at attitudes about the economy, including the Consumer Confidence Index, Gallup's Economic Confidence Index, BLS Job Openings and Labor Turnover Survey (JOLTS) and United States Consumer Sentiment.</p> <p>But, these measures focus more on macro metrics, and have much less emphasis on attitudinal measures of those employed. The focus of the Worker Confidence Index is measuring perceived employment security. According the BEA, more than 70 percent of what the U.S. produces is for personal consumption.</p> <p><b>Global Unemployment Trends and Key Metrics Summary</b></p> <p>Because most large companies have locations worldwide, there is a great need to quickly access international employment levels and trends. Now, Peoplescout is partnering with <i>HRO Today</i> to produce a quarterly summary of international unemployment metrics for key countries in North America, Latin America, EMEA, and APAC.</p>	Grand Ballroom



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# AGENDA – TUESDAY, MAY 3, 2016

TIME	SESSION	ROOM
12:25 pm – 1:25 pm	<p><b>Talent Acquisition Leader of the Year Award Luncheon</b> — Hosted by: </p> <p>The inaugural Talent Acquisition Leader of the Year Award recognizes an individual leader for innovative practices and excellence in talent acquisition, including work within areas such as employer branding, technology, staff development, engagement and retention, and financial analysis.</p> <p><b>2016 HRO Today Talent Acquisition Leader Finalists Include:</b></p> <div style="display: flex; flex-wrap: wrap;"> <div style="width: 33%;">  <p><b>Sabine Bell</b> Human Resources Manager Fairmont Chateau Whistler</p> </div> <div style="width: 33%;">  <p><b>Carolyn Burke</b> Assistant Vice President Talent Acquisition MAPFRE Insurance</p> </div> <div style="width: 33%;">  <p><b>Chris Brabec</b> VP, Talent Acquisition Western Union</p> </div> <div style="width: 33%;">  <p><b>Naomi Cramer</b> VP Talent and Organizational Strategy Banner Health</p> </div> <div style="width: 33%;">  <p><b>William J. Dwyer</b> VP of Human Resources and Corporate Compliance Officer, Children's Specialized Hospital</p> </div> <div style="width: 33%;">  <p><b>Valerie Egan</b> Talent Acquisition Strategist Girl Scouts USA</p> </div> <div style="width: 33%;">  <p><b>Kelly Glass</b> Global Head of Recruitment Royal Bank of Canada</p> </div> <div style="width: 33%;">  <p><b>Heather Grier</b> Director of Talent Management McLeod Health</p> </div> <div style="width: 33%;">  <p><b>Charlie Hall</b> Senior Vice President Talent Acquisition MasterCard</p> </div> <div style="width: 33%;">  <p><b>Nick Mailey</b> Vice President, Talent Acquisition, Intuit</p> </div> <div style="width: 33%;">  <p><b>Patricia A. McDonald</b> VP Human Resources, Intel Talent Organization Intel Corporation</p> </div> <div style="width: 33%;">  <p><b>Michael Spear</b> Director, Talent Acquisition and Development Gategroup Airline Solutions</p> </div> <div style="width: 33%;">  <p><b>Kevin Stakelum</b> Talent Acquisition Director Humana</p> </div> <div style="width: 33%;">  <p><b>Yvette Stortz</b> Global Vice President of Talent Acquisition &amp; Mobility Schneider Electric</p> </div> <div style="width: 33%;">  <p><b>Holly Thauwald</b> Chief Human Resources Officer, Aspiranet</p> </div> </div>	Grand Ballroom
1:35 pm – 1:40 pm	<p><b>Ask Accenture!</b></p> <div style="display: flex;">  <div style="margin-left: 10px;"> <p><b>Jill Goldstein</b> Managing Director, BPO Offerings, Talent and HR, Accenture Operations, Accenture</p> </div> <div style="margin-left: 20px;"> <p>HR Executives have questions and Accenture has the answers.</p> </div> </div>	Grand Ballroom
1:40 pm – 2:25 pm	<p><b>CHRO Panel: PHR to CEO</b></p> <div style="display: flex; flex-wrap: wrap;"> <div style="width: 33%;">  <p><b>Moderator: Debbie Bolla</b> Editor-in-Chief, HRO Today</p> </div> <div style="width: 33%;">  <p><b>Laurie Dalton</b> CHRO, gategroup, North America</p> </div> <div style="width: 33%;">  <p><b>Mark Gasta</b> Executive Vice President &amp; Chief People Officer, Vail Resorts</p> </div> <div style="width: 33%;">  <p><b>Tim Mulligan</b> Chief Human Resource Officer, San Diego Zoo Global</p> </div> <div style="width: 33%;">  <p><b>Candace Osunsade</b> SVP, Chief Administrative Officer, National Aquarium</p> </div> </div> <p>The path for professional HR executives no longer ends at CHRO. Now more than ever, successful HR leaders are taking on diverse roles within their organizations. From managing employee services and operations to leading organizational administration, HR is becoming a hub for strategic business decisions. The next logical step is CEO. What will drive this forward? Learn more in this interactive session.</p>	Grand Ballroom
2:25 pm – 2:35 pm	<p><b>The Art &amp; Science of HR Analytics</b></p> <div style="display: flex;">  <div style="margin-left: 10px;"> <p><b>Michael Beygelman</b> CEO, Joberate</p> </div> <div style="margin-left: 20px;"> <p>Human resources analytics have taken center stage as one of the key business drivers for the next decade. And, while they are envisioned to help answer questions like, "Who are our top performers" or "How do we recruit top talent faster," today HR analytics are still as much art as they are science. This practical session will provide an overview of market maturity and adoption, and examples of how companies are extracting business benefits from the current field of HR analytics offerings.</p> </div> </div>	Grand Ballroom



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# AGENDA – TUESDAY, MAY 3, 2016

TIME	SESSION	ROOM
2:35 pm – 2:45 pm	<p><b>The Power of Purpose and How it Can Transform Your Employer Branding, Job Advertising, and Candidate Engagement Strategies.</b></p>  <p><b>Jonathan Campbell</b> Co-Founder &amp; CEO, Social Talent</p> <p>Purpose-driven strategies drive value. In this session, Johnny Campbell will take you through what purpose means to you in your role and why this should be a core principle within your organization. Learn how you can drive results and transform your business by applying these core principles to your employer branding, candidate engagement, and job advertisement strategies.</p>	Grand Ballroom
2:45 pm – 2:50 pm	<p><b>Ask Accenture!</b></p>  <p><b>Jill Goldstein</b> Managing Director, BPO Offerings, Talent and HR, Accenture Operations, Accenture</p> <p>HR Executives have questions and Accenture has the answers.</p>	Grand Ballroom
2:50 pm – 3:20 pm	<p><b>Networking Break</b> — Hosted by: </p>	Walton Room
3:20 pm – 3:30 pm	<p><b>Get Out of the Clouds and Back to Reality! 3 Myths Keeping You From Leading Successful Change</b></p>  <p><b>Kelli Hinshaw, MBA</b> Director of Client Education, Avantas</p> <p>Are your talent and HR tech strategies struggling to deliver ROI? Are you feeling the pain of resistance and lack of buy-in? Are people opting out of your plan? You could be lost in the clouds by believing myths about essential behaviors required to lead significant change. This fast-paced session will present the “A-Team” you need: Agile, action-oriented, and aligned employees to get out of the clouds and back down to reality. Realize the ROI you’ve promised your CEO, and gain credibility as a business leader and champion.</p>	Grand Ballroom
3:30 pm – 4:00 pm	<p><b>Measuring Quality in Recruitment Process Outsourcing (RPO)</b></p>  <p><b>John Wilson</b> CEO, WilsonHCG</p> <p>Join WilsonHCG’s CEO John Wilson as he discusses key takeaways from WilsonHCG and <i>HRO Today’s</i> report, <i>Exactly What Does Quality Mean in the RPO Space?</i> The report breaks down how we can measure RPO quality and was inspired by WilsonHCG having the highest raw scores in quality according to the <i>HRO Today Baker’s</i> Dozen client survey.</p> <p>In this presentation, we will discuss:</p> <ul style="list-style-type: none"> <li>• Nine key aspects of a quality RPO provider</li> <li>• Exactly what a quality RPO provider looks like</li> <li>• What the most important quality components are</li> <li>• Key drivers of RPO partnership satisfaction</li> <li>• The role innovation and culture fit play when partnering with an RPO provider</li> </ul>	Grand Ballroom
4:00 pm – 4:30 pm	<p><b>The GOLD Standard: ‘Globally Operated, Locally Delivered’ RPO</b></p>  <p><b>Adam Blumberg</b> Vice President, Key Accounts, Korn Ferry Futurestep</p>  <p><b>Jerod Funke</b> Head, Global Talent Acquisition, Tyco</p> <p>With pressure mounting for consistency in recruitment tools and technologies across regions, global talent acquisition functions cannot lose sight of the need for relevancy at the local level. As talent remains the primary reason why companies succeed – or fail to succeed – in delivering on business strategy, the ability to connect with prospective candidates in a meaningful way has never been more critical. Today’s progressive organizations are increasingly looking to their talent acquisition functions and providers for support in achieving enterprise efficiencies while enabling flexible, scalable solutions in local markets. Among other solutions, providers are leveraging various technologies and tailoring employer brand to the local market to ensure global alignment of a company’s recruitment and talent management functions.</p>	Grand Ballroom







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# AGENDA – TUESDAY, MAY 3, 2016

TIME	SESSION	ROOM
4:30 pm – 5:00 pm	<p><b>Revolution in Performance Appraisals and What It Means</b></p>  <p><b>Peter Cappelli</b> Director of the Center for Human Resources, The Wharton School</p> <p>By some measures, as many as one-third of U.S. companies have either revised or are in the process of changing their performance appraisal system in fundamental ways. These include companies like GE, IBM, Microsoft, and all the Big Four accounting firms, who no longer do performance appraisals. What do these companies know that we don't? We will consider the factors driving their decisions and the prospects that these changes make sense for your organization.</p>	Grand Ballroom
6:30 pm – 10:00 pm	<p><b>HRO Today Magazine Party at The Second City Comedy Club</b> — Hosted by:  (Meet in hotel lobby at 6:30 pm for bus departure)</p> <p>The Second City – 50 Years of Funny – is the world's premier comedy club/theater and school of improvisation. For over half a century, The Second City has been daring audiences to laugh at our world, our shared troubles, and ourselves. Come join <i>HRO Today</i> Forum attendees and enjoy the latest of cutting-edge sketch comedy combined with songs and improv at the world's greatest comedy theater.</p>	



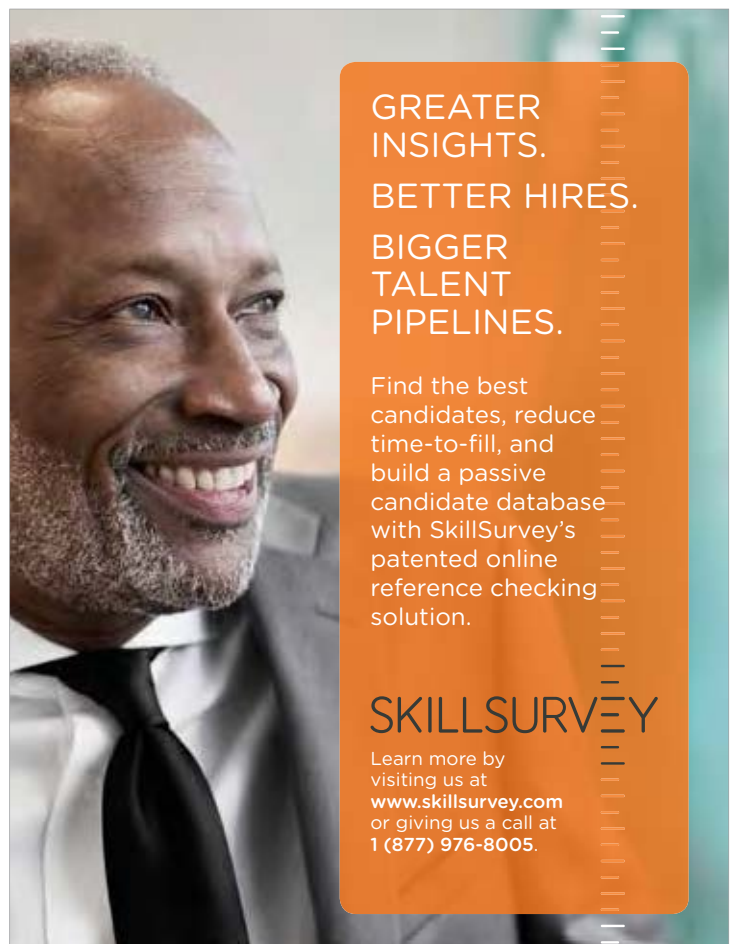
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# AGENDA – WEDNESDAY, MAY 4, 2016

TIME	SESSION	ROOM
	<b>HEALTHCARE TRACK</b>	Parkside Room
	Hosted by: 	
9:30 am – 10:00 am	<p><b>When to Use RPO in Healthcare</b></p> <div style="display: flex; justify-content: space-between;"> <div style="width: 45%;">  <p><b>Carole Hackett</b> Sr. Vice President of Human Resources, Houston Methodist</p> </div> <div style="width: 45%;">  <p><b>Steven Hines</b> Divisional Vice President, Business Development, Clinical Magnet</p> </div> </div> <div style="display: flex; justify-content: space-between; margin-top: 10px;"> <div style="width: 45%;">  <p><b>Ella Oerther</b> Regional Director, Business Development, Clinical Magnet</p> </div> <div style="width: 45%;">  <p><b>Thomas Vernon</b> System Director Talent Acquisition Strategy and Organizational Development, Houston Methodist</p> </div> </div> <p>As the nurse labor shortage continues to grow across the U.S. and talent acquisition teams within healthcare systems are tasked to do more with less, recruitment process outsourcing (RPO) may be a solution that adds the support required to address this critical labor shortage. How to make the decision to select an RPO partner is critical. During this session, join leaders from Clinical Magnet and healthcare talent acquisition teams as they discuss one healthcare system's process for selection and implementation of an RPO partnership.</p>	
10:00 am – 10:30 am	<p><b>Prepare for Big Changes in the Healthcare Workforce: Retirement and Emerging Roles Will Shape the Future</b></p>  <p><b>Marcia Faller</b> PhD, RN, Chief Clinical Officer, AMN Healthcare</p> <p>Immense changes in healthcare are reshaping the roles and duties of millions of clinical professionals and transforming supply and demand in the healthcare workforce. The <i>2015 Survey of Registered Nurses: Viewpoints on Retirement, Education and Emerging Roles</i> surveyed nearly 9,000 registered nurses about retirement, education, and changes in the profession. The increase in nurse-patient ratios created by a rising nurse turnover rate could reduce patient outcomes, quality of care, and satisfaction. In response, providers need to collaborate with healthcare workforce experts to develop retention plans, train younger nurses to fill roles, recruit specialty nurses, and optimize nursing staff.</p>	
10:30 am – 11:00 am	<p><b>Engaging Employees in a Health 3.0 World</b></p> <div style="display: flex; justify-content: space-between;"> <div style="width: 45%;">  <p><b>Ivor Horn, MD, MPH</b> Medical Advisory Board Member, Accolade</p> </div> <div style="width: 45%;">  <p><b>Umair Khan</b> Customer Operations Lead, Product Development, Accolade</p> </div> </div> <p>Employers are using web and mobile technology to facilitate interactive, real-time employee health management. As the mobile movement gathers momentum and floods employers with information on web-based services, how do HR executives know where to invest? A recent Harris Poll of insured individuals revealed that most rank the ability to manage their health-related purchases as important to their experience as a healthcare consumer. HR executives recognize the need to strike a balance of offering personal support and user-friendly tools that address the needs of employees at the lower end of the income scale. This session will explore questions about HR's approach to overall health benefits and wellness management.</p>	
11:00 am – 11:15 am	<p><b>Networking Break</b> — Hosted by: </p>	Parkside Foyer

# AGENDA – WEDNESDAY, MAY 4, 2016

TIME	SESSION	ROOM
	<p><b>CENTER FOR HUMAN RESOURCES AT THE WHARTON SCHOOL TRACK</b></p> <p>Hosted by:</p> 	Venetian Room
9:30 am – 10:00 am	<p><b>Building the Synchrony Financial Employer Brand</b></p> <div style="display: flex; justify-content: space-around;"> <div style="text-align: center;">  <p><b>Claudine Hoverson</b> VP of Talent Recruitment, Synchrony Financial</p> </div> <div style="text-align: center;">  <p><b>Liz Weeks</b> Head of Employer Branding &amp; Talent Attraction, Alexander Mann Solutions</p> </div> </div> <p>Restarting an employer brand after building an 80+ year history across 300,000+ partner locations and 12,000 employees is near-impossible, right? Not for Synchrony Financial, who did this after going public and splitting from General Electric. Hear how this new entity went from a relative unknown in the eyes of prospective employees to a company that processed 200,000 applications and filled over 8,000 positions in its first year. Learn why and how the candidate experience became central to the new employer brand and why this made a positive difference in recruiting talent.</p>	
10:00 am – 10:30 am	<p><b>Liquid Staffing—Filling Your Talent Gaps When and Where You Need</b></p> <div style="text-align: center;">  <p><b>Penny Queller</b> Senior Vice President, Alexander Mann Solutions</p> </div> <p>We all know that workforce planning is both an art and a science. New products, new geographies, new competitors—they're just a few of the many disruptions that can expose gaps in your talent landscape. A liquid staffing approach can help you fill those gaps quickly and with surgical precision.</p>	
11:00 am – 11:15 am	<p><b>Networking Break</b> — Hosted by: </p>	Parkside Foyer
11:15 am – 11:30 am	<p><b>HRO Today MSP Baker's Dozen Survey Results</b></p> <div style="text-align: center;">  <p><b>Debbie Bolla</b> Editor-in-Chief, <i>HRO Today</i></p> </div>	Grand Ballroom
11:30 am – 11:40 am	<p><b>Winning the War on Talent with a Purely Vendor-Neutral and Integrated Contingent Workforce Management Model</b></p> <div style="text-align: center;">  <p><b>Carmen Malatino</b> Sr. Director of Sales Ops and Corporate Marketing, PRO Unlimited</p> </div> <p>Successfully managing the growing population of professional contingent workers has become a strategic pillar for large companies around the world. Designing and implementing the correct contingent workforce program management model is key to winning the war for talent. This presentation will highlight how companies like Novartis, Facebook, and Nike leverage the purely vendor-neutral, integrated MSP/VMS model to successfully identify, source, track, and manage professional contingent workers around the globe. The session will include independent research about exactly how and why the purely vendor-neutral, integrated MSP/VMS model continues to be the most effective approach for managing the global, professional contingent workforce.</p>	Grand Ballroom

# AGENDA – WEDNESDAY, MAY 4, 2016

TIME	SESSION	ROOM
11:40 am – 12:10 pm	<p><b>How to Build a Strong Diversity and Inclusion Strategy - Analytics for Driving Improvement</b></p> <div style="display: flex; justify-content: space-around;"> <div style="text-align: center;">  <p><b>Audra Jenkins</b> Senior Director, Diversity and Compliance, Randstad Sourceright</p> </div> <div style="text-align: center;">  <p><b>Peter Vermeulen</b> Head of HR Americas, The Linde Group</p> </div> </div> <p>Smart companies recognize that diversity and inclusion (D&amp;I) is more than a compliance issue or a nice-to-have vision. Done well, it is a key to talent attraction, talent quality, employee engagement and productivity. But, achieving a diverse culture requires much more than simply hiring a mix of people—and organizations continually struggle to develop meaningful metrics to drive improvement. One thought leader has tackled the problem by developing a practical set of metrics that boils down the talent D&amp;I vision into realistic, measurable and actionable components. In this session, Peter Vermeulen, head of HR Americas for The Linde Group, will join Audra Jenkins, senior director, diversity and compliance of Randstad Sourceright, to take you through the six “muscles” of a diversity strategy, along with relevant metrics that can help you measure, manage and improve your organization’s diversity position. Building on these measures, this approach is then applied to develop a diversity “dashboard” based on timely, objective data. From talent acquisition through to engagement, inclusion and cultural competence, you will learn about a set of measures that has been specifically developed and refined to help companies turn diversity into a true talent and business strength.</p>	Grand Ballroom
12:10 pm – 12:20 pm	<p><b>A Challenge to HR: Make Your Organization Millennials’ Employer of Choice</b></p> <div style="display: flex;"> <div style="flex: 1;">  <p><b>Kelly Max</b> CEO, Haufe USA</p> </div> <div style="flex: 2;"> <p>“Human capital” is CEOs’ No. 1 business challenge, yet McKinsey says HR ranks a lowly ninth in departmental importance. The solution is to optimize the organization’s “social wellness footprint” to attract Millennials, boost sales, and boost productivity. Become a true business partner with a P&amp;L and prove that HR a profit center, not a cost center.</p> </div> </div>	Grand Ballroom
12:20 pm – 12:25 pm	<p><b>Ask Accenture!</b></p> <div style="display: flex;"> <div style="flex: 1;">  <p><b>Jill Goldstein</b> Managing Director, BPO Offerings, Talent and HR, Accenture Operations, Accenture</p> </div> <div style="flex: 2;"> <p>HR Executives have questions and Accenture has the answers.</p> </div> </div>	Grand Ballroom
12:25 pm – 12:35 pm	<p><b>The Strategic Engagement of RPOs Through Enabling Technology</b></p> <div style="display: flex;"> <div style="flex: 1;">  <p><b>Jack Coapman</b> Chief Strategy Officer, gr8 People</p> </div> <div style="flex: 2;"> <p>Enterprises recognize the value RPOs can deliver to extend and enhance their recruiting leadership. In addition to recruiting expertise and a strong operating model, technology plays a key role in sourcing, managing, and marketing to top talent-but must align with the client’s technology platform. Advances in recruitment technology are enabling RPOs to find an even stronger strategic position with their clients by identifying talent, assuring engaging experiences, and delivering meaningful insights to all stakeholders.</p> </div> </div>	Grand Ballroom
12:35 pm – 1:30 pm	<p><b>Lunch: “How Do You Quantify Your Quality of Hire?”</b> — Hosted by: </p>	Grand Ballroom
	<div style="display: flex;"> <div style="flex: 1;">  <p><b>Brad Dever</b> Executive Director, Human Capital Solutions, Allegis Global Solutions</p> </div> <div style="flex: 2;"> <p>Brad Dever, Executive Director of Human Capital Solutions at Allegis Global Solutions will be facilitating a roundtable discussion during this interactive networking lunch. We will discuss how organizations measure their quality of hire and some of Allegis Global Solutions best practices.</p> </div> </div>	
1:30 pm – 1:40 pm	<p><b>Total Workforce Acquisition - Balancing the Hiring of Contingent and Full Time Talent in One Model</b></p> <div style="display: flex;"> <div style="flex: 1;">  <p><b>Tracey Richardson</b> Vice President, RPO Practice, Agile-1</p> </div> <div style="flex: 2;"> <p>Agile-1 has deployed many blended solutions using a proprietary, total workforce maturity model. Join us as Tracey Richardson explains the five simple steps to begin your total workforce journey.</p> </div> </div>	Grand Ballroom



# ONE GLOBAL PEOPLESOUT



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# AGENDA – WEDNESDAY, MAY 4, 2016

TIME	SESSION	ROOM
1:40 pm – 1:50 pm	<b>6 Strategies for Buying SaaS Technology</b>   <b>Tom Boyle</b> Vice President of Product, Montage  Educated buyers are our best partners. As cloud-based solutions become more commonplace, it's important to keep at the forefront certain key components when evaluating options. Tom will share his perspective on which priorities to give the most weight and share a sample rating scorecard that the audience can use as a model for their next SaaS purchase.	Grand Ballroom
1:50 pm – 2:20 pm	<b>Not with My Money You Don't: Investment in Innovation and the HR Suite</b>  <div style="display: flex; flex-wrap: wrap;"> <div style="width: 33%;">  <b>Moderator: Adam Hale</b>                      CEO, Fairsail                 </div> <div style="width: 33%;">  <b>Brian Cole</b>                      Robert W. Baird &amp; Co., Director                 </div> <div style="width: 33%;">  <b>William Filip</b>                      Managing Director, Delancey Street Partners                 </div> <div style="width: 33%;">  <b>Brian Little</b>                      Head of Human Resources, Zurich, North America                 </div> <div style="width: 33%;">  <b>Kristen Robinson</b>                      Chief Human Resource Officer, Pandora                 </div> <div style="width: 33%;">  <b>Lisa Sterling</b>                      Executive Vice President and Chief People Officer, Ceridian                 </div> </div>	Grand Ballroom




## BALANCING...

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Agile•1 has deployed many blended solutions using a proprietary, Total Workforce Maturity Model. Join us as Tracey Richardson explains the five simple steps to begin your total workforce journey.

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# AGENDA – WEDNESDAY, MAY 4, 2016

TIME	SESSION	ROOM
2:20 pm – 2:30 pm	<b>HRO Today Tektonic Awards Announcement</b>   <b>Debbie Bolla</b> Editor-in-Chief, <i>HRO Today</i>  The TekTonic Awards recognize innovation and disruption in the world of technology.	Grand Ballroom
2:30 pm – 3:30 pm	<b>5th Annual iTalent Competition</b>   <b>Emcee:</b> <b>Matt Charney</b> Executive Editor, Recruiting Daily  Top tech innovators go head-to-head with seven-minute pitches before a plenary audience and panel of HR technology experts, industry advisers, and investment analysts.  <b>2016 iTalent Finalists:</b>  <div style="display: flex; justify-content: space-around;"> <div style="text-align: center;">   <b>Jan Antoniewicz</b>                      Business Development                      Manager, Emplo                 </div> <div style="text-align: center;">   <b>Shon Burton</b>                      Founder and CEO,                      HiringSolved                 </div> <div style="text-align: center;">   <b>Jack Coapman</b>                      Chief Strategy Officer,                      Gr8 People                 </div> <div style="text-align: center;">   <b>Manish Goel</b>                      Co-Founder and CEO,                      TrustSphere                 </div> </div> <div style="display: flex; justify-content: space-around; margin-top: 10px;"> <div style="text-align: center;">   <b>Adam Hale</b>                      CEO, Fairsail                 </div> <div style="text-align: center;">   <b>Kathryn Minshew</b>                      CEO, The Muse                 </div> </div> <div style="border: 1px solid black; padding: 10px; margin-top: 10px;"> <b>iTalent Competition Judges:</b>   <div style="display: flex; justify-content: space-between;"> <div style="text-align: center;">   <b>Michael Beygelman</b>                      CEO                      Joberate                 </div> <div style="text-align: center;">   <b>Bill Boorman</b>                      Founder, #Tru                      Events                 </div> </div> <div style="display: flex; justify-content: space-between; margin-top: 10px;"> <div style="text-align: center;">   <b>Jonathan Campbell</b>                      Co-Founder                      &amp; CEO, Social                      Talent                 </div> <div style="text-align: center;">   <b>Elliot Clark</b>                      CEO,                      SharedXpertise,  <i>HRO Today</i> </div> </div> <div style="margin-top: 10px;">   <b>Brian Cole</b>                      Director                      Robert W. Baird &amp; Co.                 </div> <div style="margin-top: 10px;">   <b>Bill Filip</b>                      Founder &amp; Managing Director                      Delancey Street Partners and                      Delancey Street Capital Partners                 </div> </div>	Grand Ballroom
3:30 pm – 3:45 pm	<b>Closing Remarks &amp; Giveaways</b>	Grand Ballroom

  
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- Bespoke workforce insights and market intelligence
- Expertise to reach the talent your organisation needs

As an Impellam company, we value our privileged position of trust: we put our customers first and always do what's right, not what's easy.

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Advantage xPO® is a division of Advantage Resourcing®, one of the largest staffing firms in the world. Advantage xPO delivers best-in-class global solutions in recruitment process outsourcing (RPO) and managed service programs (MSP) to clients across a variety of industries. A trusted partner to leading organizations seeking world-class strategic workforce solutions, Advantage xPO was recognized in both MSP and RPO categories in HRO Today’s Baker’s Dozen. For more information, visit [www.advantagexpo.com](http://www.advantagexpo.com).



We are Alexander Mann Solutions and we’re passionate about helping companies and individuals fulfill their potential through talent acquisition and management. Today, over 3,000 of our talent acquisition and management experts are partnering with blue-chip clients across multiple sectors and in more than 80 countries. Delivering a distinctive blend of outsourcing and consulting services, our unrivalled experience, capability and thought leadership helps our clients attract, engage and retain the talent they need for business success. For more information, visit [www.alexandermannsolutions.com](http://www.alexandermannsolutions.com).



Agile•1 is more than a provider of award-winning, workforce solutions. We are your partner in a complex, global economy. Our experienced professionals use a consultative approach to build customized solutions for each client. We work to discover your challenges, transform your processes, and maximize the quality of your workforce. Together, our services and technologies improve visibility, cost savings, and compliance wherever you do business. Workforce challenges. Solved.

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- Professional Payrolling Services
- Applicant Tracking System
- Statement of Work Management
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Allegis Global Solutions is a leader in global talent solutions. To date, we support clients in more than 60 countries through regional hubs, matching our great people with businesses seeking to optimize their permanent and contingent workforce.

We deliver scalable, flexible and customized solutions, shaped around our clients’ unique business requirements and culture. We draw upon decades of industry expertise and market insight to design strategies that work. We develop innovative tools, products and processes that deliver results. And we do all this better than anyone else.

Our passion for talent is the driving force behind everything we do. We live to match exceptional organizations with outstanding people. By creating a culture devoted to great talent, we can deliver client-focused solutions that make a difference for businesses the world over.



AMN Healthcare is the leader and innovator in healthcare workforce solutions and staffing services to healthcare facilities across the nation. AMN Healthcare’s workforce solutions - including managed services programs, vendor management systems, recruitment process outsourcing and consulting services - enable providers to successfully reduce complexity, increase efficiency and improve patient outcomes within the rapidly evolving healthcare environment. The Company provides unparalleled access to the most comprehensive network of quality healthcare professionals through its innovative recruitment strategies and breadth of career opportunities. Clients include acute-care hospitals, community health centers and clinics, physician practice groups, retail and urgent care centers, home health facilities, and many other healthcare settings. AMN Healthcare disseminates news and information about the Company through its website, which can be found at [www.AMNHealthcare.com](http://www.AMNHealthcare.com).



Beekeeper is a mobile and desktop workforce communication platform built for organizations with desktop and non-desktop employees. We help clients from various industries including hospitality, manufacturing, and retail in over 100 countries. Our mission is to help improve top-down, bottoms-up and peer-to-peer communication, resulting in more operational efficiency, better team spirit and higher retention. Your employees will love using Beekeeper!



Ceridian is a global human capital management technology company serving over 25 million users in more than 50 countries. Our offering includes the award winning, cloud-based Dayforce HCM, Global Solutions, Small Business Payroll, and LifeWorks Employee Assistance and Wellness programs. Ceridian. Makes Work Life Better™. For more information about Ceridian solutions call 1.800.729.7655 or visit [www.ceridian.com](http://www.ceridian.com).



Cielo is the world's leading strategic Recruitment Process Outsourcing (RPO) partner. Under its WE BECOME YOU™ philosophy, Cielo's dedicated recruitment teams primarily serve clients in the financial and business services, consumer brands, technology and media, engineering, life sciences and healthcare industries. Cielo's global presence includes 1,400 employees, serving 130 clients across 69 countries in 32 languages. The industry has verified Cielo's reputation for executing innovative solutions that provide business impact through numerous awards and recognitions, including its annual top three leadership position on the HRO Today RPO Baker's Dozen listing, Peak Matrix Leader placement by Everest Group and Industry Leader designation by NelsonHall. Cielo knows talent is rising – and with it, an organization's opportunity to rise above. For more information, visit [cielotalent.com](http://cielotalent.com).



Cisco designs and sells broad lines of products, provides services and delivers integrated solutions to develop and connect networks around the world, building the Internet. Over the last 30 plus years, we have been the world's leader in connecting people, things and technologies—to each other and to the Internet—realizing our vision of changing the way the world works, lives, plays and learns.

We have expanded to new markets that are a natural extension of our core networking business, as the network has become the platform for automating, orchestrating, integrating, and delivering an ever-increasing array of information technology (IT)-based products and services.

We are focused on helping our customers achieve their desired business outcomes. Cisco customers include businesses of all sizes, public institutions, governments, and communications service providers. They look to us as a strategic partner to help them use IT to enable, differentiate, or fundamentally define their business strategy and drive growth, improve productivity, reduce costs, mitigate risk, and gain a competitive advantage in an increasingly digital world.



Clinical Magnet, a subsidiary of Supplemental Health Care, focuses solely on Recruitment Process Outsourcing for the healthcare industry. Clinical Magnet partners with healthcare facilities and systems to provide hiring resources and RPO plans to deliver qualified staff at a cost-effective price. The company also provides a convenient way for clinicians and staff to find a new job and receive ongoing career support through innovative technology. For more information visit [www.clinicalmagnet.com](http://www.clinicalmagnet.com).



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EG Workforce Solutions is one of the fastest growing workforce solutions companies in North America. Originating in the Midwest, EG delivers game-changing initiatives for businesses looking to excel in today's tight talent market. As your consultative partner, we provide you with a customized talent approach that aligns to your organizational needs. Our strength is our consultative methodology that brings expertise within workforce planning, solution design and our total talent management execution that cascades excellent across your workforce needs. You will find our leadership and the teams that serve you candid, innovative, ready to challenge the norm and driven to drive results for your business.



## Fairsail

Fairsail enables mid-size, multinational companies to manage modern workforces through its global cloud HRMS, transforming how organizations acquire, engage, manage and develop their people. Implemented quickly and simple to use, the award-winning system increases workforce visibility, HR productivity and provides better experiences across the entire workforce. Fairsail's customer portfolio includes Aveva, Betfair/TVG, Cobalt International Energy, Huddle, Mitsubishi UFG, SDL, Skyscanner, SolarWinds and Zipcar.



Geometric Results, Inc. (GRI) is the world's largest independent managed service provider with \$4 billion in managed non-employee workforce spend. GRI maintains a conflict-free, vendor-neutral position with regard to staffing suppliers and VMS technology platforms, bringing common-sense solutions to more than 50 client programs in 35 countries. GRI's workforce solutions offer management of clients' total MSP program activity, including contracting, supplier management, payment services, and advanced analytics; clients realize improved efficiency, increased transparency, and reduced cost. GRI offers proprietary solutions, including enhanced statement of work management with Procurement of Outsourced Projects and Services (ProPS) and strategic data analysis with STARS Methodology for Continuous Improvement™. The company works to remain a leader meeting the multi-faceted non-employee labor needs of clients through unbiased total workforce solutions customized for the unique needs of each client. GRI's headquarters is in Detroit, Michigan.



gr8 People is the "All-in-One Place" Platform to Recruit gr8. Worldwide. 100 percent purpose-built to deliver the unfair advantage companies demand to compete for talent around the world. All-in-one, more powerful, but remarkably simple. It's the Platform that enables recruiting teams to bring sourcing, recruitment marketing, hiring and on-boarding strategies to life. Whether building talent pipelines, branding your company to jobseekers, analyzing results of marketing campaigns or onboarding your next gr8 hire - gr8 People delivers the platform from source-to-onboard and everything in-between.

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## **GRAEBEL** RELOCATION

An award winning company for customer-focused service excellence and industry leadership, Graebel Relocation administers relocation and mobility services in 165 countries on six continents. The company is further recognized for high-quality, efficient international relocation and mobility policy and program consultations. Graebel provides a full suite of global relocation solutions through our regional relocation centers located around the world. We work closely with our clients to customize a mobility program that fits their individual needs and goals. Our number one focus remains the same as it has been for over seven decades; to provide outstanding service to our clients and their relocating employees.

## **GUIDANT** GROUP **Bartech** Always Learning!

*Powered by Impellam Group*

Bartech and Guidant Group are industry leaders in delivering contingent workforce and recruitment process outsourcing solutions. We have extensive experience working with the world's leading global organizations to deliver the talent they need to grow their businesses. We pride ourselves on the high levels of personal service that we deliver to each and every customer and on our open and transparent approach which underpins everything we do.

Guidant Group recently welcomed Bartech to the Impellam family of brands and such the two businesses will be joining forces. Our strategic combination offers a powerful global approach from experts who live and breathe their local markets. Together, we can deliver the contingent workforce solutions you've been searching for. Our vision is to be the world's most trusted staffing company – trusted by our people, our customers and our investors in equal measure.

## Combining hi-tech with hi-touch for better business outcomes

Managing your contingent workforce is becoming increasingly more complex and difficult due to new business requirements as well as new and changing tax and benefit laws.

Find out why PRO Unlimited's integrated managed service provider (MSP) and vendor management system (VMS) approach is more effective than a disaggregated solution by requesting a copy of our eBook (Integrated MSP and VMS: Not Software, Not Services, but the Solution):  
[www.prounlimited.com/integrated](http://www.prounlimited.com/integrated)



If you would benefit from learning more about how we are helping companies strategically manage their contingent workforce program, please call us at 1-800-291-1099 or email at [information@prounlimited.com](mailto:information@prounlimited.com).

## HAUFE.

HAUFE was founded 75 years ago in Germany, and has been a market leader in Europe ever since. The HAUFE brand stands for a culturally aware personnel management style that places trust in employees. This understanding empowers employees and sets free hidden energy and resources, allowing them to use their knowledge and competencies more effectively to achieve company success. HAUFE's extensive portfolio of web-based software solutions, content, training, and consultancy supports the creation of an employee-centric organization. There are additional unique offerings from Haufe. This includes the brand new Metro Mapping service, a groundbreaking disruptive tool that lays out the entire candidate and employee user's journeys, their high impact touch, underlying systems, supporting software, potential roadblocks, areas of improvement, as well as overall impact on company culture and finances. HAUFE is committed to helping organizations build fluid, intrapreneurial organizations that successfully meet the demands of the modern workplace.

## HRmarketer

Founded in 2000, HRmarketer Insight has an ear to the ground and maintains the best pulse on the HR industry. Using Insight is like having a crystal ball to guide your marketing investments and activities. The information you get from using Insight will help drive your branding, messaging, content production, communications, social marketing, influencer & analyst relations and just about every aspect of your business strategy. For more, visit [www.hrmarketer.com](http://www.hrmarketer.com).



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## Hudson

Hudson is a global talent solutions company with expertise in leadership and specialized recruitment, recruitment process outsourcing, talent management and contracting solutions. Hudson's global recruitment process outsourcing division, Hudson RPO, provides end-to-end, project and on-demand outsourced recruitment services to high-growth companies worldwide. Strategic talent acquisition solutions are customized to each client and can include employer branding, workforce planning, advanced sourcing, talent pipelining and community building and recruitment technology and analytics. We combine broad geographic presence, world-class talent solutions and a tailored, consultative approach to help businesses and professionals achieve higher performance and outstanding results. More information is available at [HudsonRPO.com](http://HudsonRPO.com).

## Joberate

Joberate® is the world's first technology platform that measures live job seeking activities of the global workforce by leveraging publicly available social media data. Organizations are leveraging Joberate's global platform to power a whole new generation of real-world business applications in context of HR and recruitment. Client use cases include measuring employee engagement in real-time, succession planning, internal mobility, external talent acquisition, and many more. Joberate's platform will perform analyses of job seeking activities of more than 1.8 billion people globally over the next three years, which represents nearly half of the world's employable population that will have a unique J-Score™. Some are already calling Joberate the "FICO® of HR," but simply-stated, Joberate helps companies retain their valuable employees and hire top talent quickly and cost-effectively.



Korn Ferry Futurestep is the global industry leader in high-impact recruitment solutions, offering fully customized, flexible strategies to help organizations meet specific talent acquisition needs. Our clients turn to us for proven expertise, a global process and infrastructure, industry-leading IP, innovative sourcing strategies, and a unique approach to measure and optimize business impact.

As a division of Korn Ferry, the preeminent global people and organizational advisory firm, Futurestep can meet a variety of talent requirements. From RPO and project recruitment, to professional search and consulting, our solutions apply a truly world-class capability to deliver talent with impact, providing the experience and global reach to identify, attract and retain the people who drive business success. For more information, visit [www.kornferry.com/futurestep](http://www.kornferry.com/futurestep)

## Lumesse

Lumesse provides talent solutions to more than 2,300 organizations in over 70 countries enabling them to engage and nurture the best talent in an ever-changing and demanding global environment. With our unique and highly adaptable talent solutions, our customers are well prepared to capitalize on the fast evolution of new technologies and disruptive business conditions, making talent management their business advantage.

Lumesse talent solutions are optimized around customers' best practices and can be deployed in the cloud, hosted internally, or externally. They are designed to meet all their global and local business requirements, giving them the edge in the race for talent, wherever they do business.

Each year, Lumesse talent solutions provide over 3.6 million performance plans, process more than 44 million job applications and fulfil one million vacancies, in addition to having delivered 100 million learning courses. For more information, visit [www.lumesse.com](http://www.lumesse.com).

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NelsonHall is the leading BPS and IT Services research firm, with analysts in the U.S., U.K., and Continental Europe. The company takes a global approach to analysis of outsourcing markets and is widely respected for the quality and depth of its research.

NelsonHall delivers vital market insight to enable outsourcing buyers to develop their sourcing strategies and outsourcing vendors to understand buyer requirements and identify market opportunities. In addition, NelsonHall's (vendor) Evaluation & Assessment Tool (NEAT) provides detailed comparative evaluations of BPS and ITS vendors across multiple service lines, helping sourcing executives to make quicker and more highly informed decisions around vendor shortlisting and selection.



Novotus partners with companies of all sizes to build and execute customized recruiting solutions — from sourcing services to end-to-end Recruitment Process Outsourcing (RPO). A founding member of the Recruitment Process Outsourcing Association, Novotus helps clients with thousands of hires across all skills levels and industries. Proud to be recognized as a top RPO provider on the HRO Today Baker's Dozen List in 2014 and 2015 and one of the top recruitment outsourcing providers by The Outsourcing Institute/Human Resource Executive. Visit [www.novotus.com](http://www.novotus.com) for more information. Novotus is a sister company to Orion International. Orion is the nation's leading provider of best-in-class military talent programs, enabling organizations to attract, hire, develop and retain top military professionals. Visit [www.orioninternational.com](http://www.orioninternational.com) for more information.



PeopleScout, a TrueBlue Company, is a trusted global recruitment process outsourcing (RPO) provider offering full service support in nearly every industry & skill vertical. Headquartered in Chicago, IL and Sydney, Australia, PeopleScout provides innovative RPO solutions including enterprise, full cycle, partial cycle & project RPO as well as Recruiter On-Demand™, a contract solution designed by PeopleScout. PeopleScout's suite of services also includes employer branding, mobile optimization, sourcing, interviewing, candidate care, onboarding, ATS & CRM/Talent Community & reporting & analytics through PeopleScout Higher Insights™ for fully customized solutions. PeopleScout helps its clients make tens of thousands hires annually across a variety of industries & skill sets & improves quality of hire for companies with exempt & non-exempt hiring needs worldwide.

## pontoon

Pontoon is a market leader in global talent management that provides a competitive advantage through people. Along with unrivaled access to data and workforce intelligence, Pontoon delivers global workforce solutions that reduce risk, increase quality and improve visibility and forecasting—while also reducing cost. Headquartered in Jacksonville, FL, USA and with office locations globally, Pontoon is a wholly owned Adecco company. Pontoon delivers outsourcing solutions in the areas of contingent labor, SOW management as well as employee recruiting and placement in over 70 countries for nearly 100 clients, a global footprint that is broader and deeper than the industry has experienced to date.

## PROUnlimited

Since 1991, PRO Unlimited, through its purely vendor-neutral Managed Services Program (MSP) and Vendor Management Software (VMS) solutions, has helped F1000 organizations address the costs, risks, and quality issues associated with managing a global contingent workforce. Since PRO is not a staffing firm, there is clear understanding by all parties that PRO's programs are purely vendor-neutral. PRO's unique model has consistently helped clients realize high adoption, improved quality, cost savings, and guaranteed satisfaction. Hiring managers, staffing firms, freelancers, independent contractors, and SOW/project-based vendors participating in programs managed by PRO consistently cite the value of an integrated and purely vendor-neutral MSP/VMS.



Randstad Sourceright is the global talent leader, providing strategies, expertise and solutions that enable companies to achieve a Human Intelligence Advantage. Our proven approach recognizes that people are the future of any organization, and that a deep understanding of talent yields a powerful force for business transformation. From an industry leading talent analytics platform, to a global employer brand practice, innovative recruiting strategies and outplacement services, Randstad Sourceright brings capabilities that span all types of talent to deliver quantifiable impact. Key solutions include recruitment process outsourcing (RPO), managed services programs (MSP), integrated talent solutions and career transition services. For more information, visit [www.randstadsourceright.com](http://www.randstadsourceright.com).

## SEVENSTEP

Seven Step RPO is a leading global provider of outsourced recruitment solutions. Founded in 2007, the company helps the world's largest corporations overcome their talent acquisition challenges by providing true recruitment innovation, valuable analytics, and actionable insight. Seven Step is ranked as a top enterprise provider on HRO Today's RPO Baker's Dozen list as an industry leader in customer satisfaction. For more information, visit <http://www.sevensteprpo.com>.



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## socialtalent

At Social Talent, we know what it takes to drive recruiter performance. Our online performance platform can increase the output of your team by 30% plus. This means more hires, faster hires and higher quality hires. We're structuring our goal of driving recruiter productivity into three areas we call: Learn, Recruit, Perform.

## staff management | smx

Staff Management | SMX, a TrueBlue company, is a recognized leader in innovative workforce management solutions that provides the best talent, drives compliance, delivers tangible savings and yields sustainable value. As part of TrueBlue, Staff Management | SMX is the largest industrial staffing provider in the U.S. and is part of the Staffing Industry Analysts' list of largest global staffing providers. In 2016, Staff Management | SMX won Inavero's Best of Staffing Client Satisfaction Award and received client satisfaction scores more than 70 percentage points above industry average. Buyers have ranked the company as a leading Managed Service Provider (MSP) on HRO Today's Baker's Dozen for six years straight and #1 in the breadth of service category in 2015. Learn more about Staff Management | SMX at [www.staffmanagement.com](http://www.staffmanagement.com).



Superior Group offers productivity solutions organized into complementary people, process, and outsourcing portfolios. People-focused services include contract and direct staffing, executive search, and payrolling services. Our process services include VMS-automated managed service programs, independent contractor screening, and SOW vendor management. Outsourcing solutions include CAD, risk management, and IT outsourcing.



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WilsonHCG is a global talent solutions leader that operates on the principle of providing true partnership to our clients. Delivering business-impacting talent solutions – including recruitment process outsourcing (RPO), talent consulting and executive search – WilsonHCG is transforming our clients' businesses through their talent. While optimizing clients' talent strategies is essential, WilsonHCG recognizes the relationships we develop lead to the results our clients realize. Better People, Better Business.® For more information about WilsonHCG and its services, visit [www.wilsonhcg.com](http://www.wilsonhcg.com).



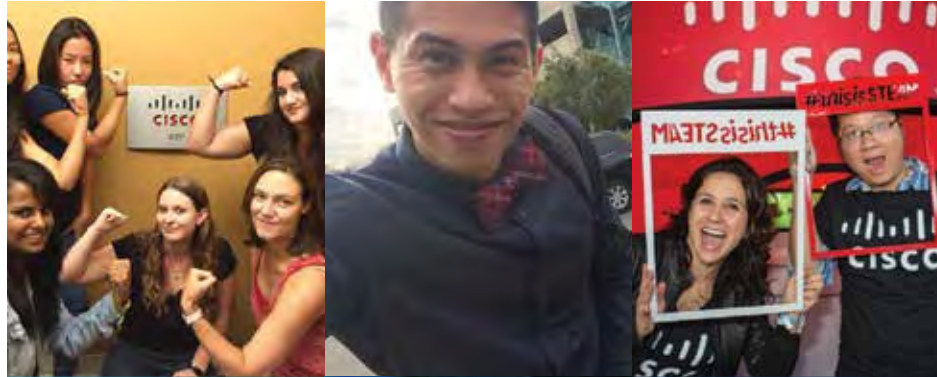
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Yoh is all about the search. Using the strength of our vast network of resources to dig deeper, faster, helping you uncover just what you're looking for – whether it's finding top talent or helping you discover the leading organizations who need your talent most, Yoh is a go. Ready, willing and more than able to do whatever it takes to take you in a single direction – forward. Yoh is out in front, standing behind you, utilizing our wide array of constantly evolving processes, tools and data to present you with insight that prepares you for tomorrow, today. Why do we do all of this? To deliver immediate critical talent search, managed or outsourced solutions that match the best with the best and leave the rest to the rest.



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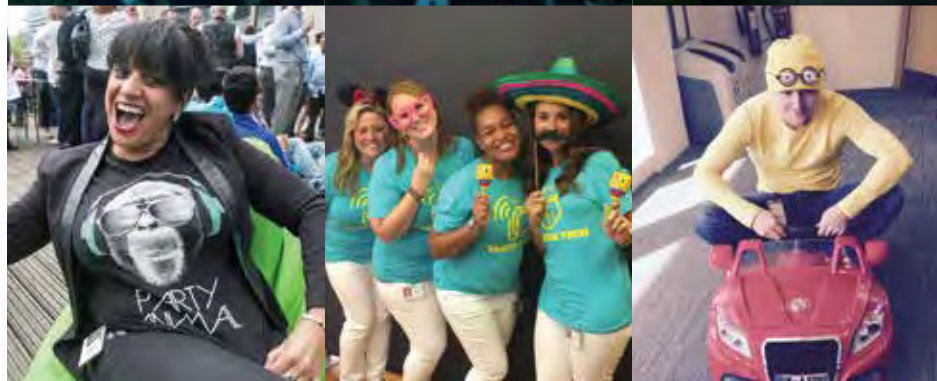
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Hello HR Executive,

Plan and prepare in a careful, thorough manner before taking action, or as a good friend in construction told me, measure twice, cut once. Easier said than done when we apply that same principle to a business process, and specifically, to the fast paced world of recruitment.

The HRO Today Services and Technology Association finalized a research study conducted in regards to the key performance indicators used to evaluate the success of a company's talent acquisition activities. This report provides a pulse check on how recruitment strategy and sourcing plans impact hiring metrics—it tracks how recruiting metrics are being used, and reveals what indicators will impact attracting and hiring great talent. To plan, staff and budget a recruitment function, the only valid metrics are those which have been developed and tracked within one's own organization over time, although comparisons help to ensure you have an industry benchmark. Members are encouraged to view this data as a simple comparison of their own performance against national averages.

Sample findings include:

- Nearly one-half of companies do not formally track where they get their candidates
- The average cost per hire over time is changing, due to the impact of Internet recruiting
- Predictive analysis is an upward trend, with the transportation/warehousing industry at the forefront
- And much more data, across multiple industries

Predicting the future of recruitment initiatives and candidate attraction and satisfaction is a difficult job. Research, industry benchmarks and comparisons are all additional tools to assist you in evaluating and planning for the future hiring success of your companies and/or customers! I hope you find these metrics and comparisons useful and utilize them to review and set your talent acquisition standards and practices.

Measure twice, hire once.

Zachary

D. Zachary Misko

VP – Global Executive Director

HRO Today Services & Technology Association

**▶ TO DOWNLOAD REPORT (members only), visit <http://bit.ly/HROresearch>.**

**▶ TO JOIN THE ASSOCIATION TO GAIN ACCESS TO THIS RESEARCH, visit <http://bit.ly/hrotodaymembership>.**

**For more information, please contact: Zachary Misko, Global Executive Director at [Zachary.Misko@SharedXpertise.com](mailto:Zachary.Misko@SharedXpertise.com) or +1.215.606.9552.**



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Winners will be announced after the  
4:30 pm session on May 3rd and  
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# Real-World Perspective

## Global Strength

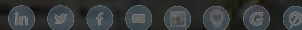
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**Exceeding Partnership Objectives**

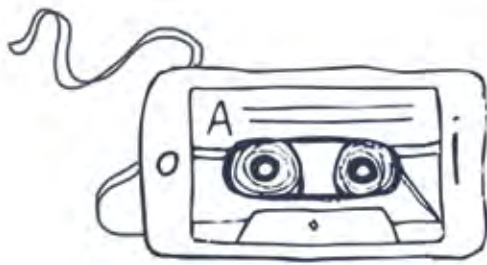
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Through integrated outsourcing and consulting services, Alexander Mann Solutions delivers timely and relevant talent acquisition and management solutions. We have the experience and insight to help you attract, hire and retain the most talented people.

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- Training
- Talent Strategy Assessment
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For more information,  
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# TO REACH THE TOP, YOU NEED THE RIGHT PARTNER.



There are many recruitment process outsourcing (RPO) firms out there, but only one will help you take flight. WilsonHCG was built to be different, with a high-touch approach that puts our clients' business needs first. We work with you as a partner — seamlessly and transparently. Find out why we're the right partner for the journey. **Better People, Better Business.**<sup>®</sup>



[www.WilsonHCG.com/RPO-March](http://www.WilsonHCG.com/RPO-March)