





**FINALIST:** David Almeda  
Chief Human Resources Officer  
Kronos, Inc.

David Almeda is one of the progressive thought leaders behind the award-winning Kronos WorkInspired employment brand, which helped the organization develop a culture of high employee engagement—engagement rose from 60 to 87 percent since Almeda took over global HR in 2010—and drive stronger business results. The Kronos WorkInspired brand is an inspiring approach in which the company provides resources for day-to-day success and professional development while the employee (Kronite) then determines the best workflow for themselves. This process is defined by character, competence, and collaboration, and built on a foundation of mutual trust and transparency.

**INNOVATION AND IMPACT:**

Almeda's efforts have directly influenced important employee engagement metrics including self-reported engagement (87 percent), pride in the company (92 percent), likelihood of recommending Kronos products and services (90 percent), and confidence in the company's future success (90 percent). Kronos revenue also climbed in line with rising employee engagement scores, as the company has gone from \$741 million in 2010 to \$1.2 billion for fiscal 2016.



**FINALIST:** Karen Crone  
Chief Human Resources Officer  
Paycor

As CHRO for Paycor, Karen Crone forever changed the face of the performance review. Exchanging annual reviews for a culture of real-time feedback, Crone had the HR team partner with an employee focus group to examine the existing performance review process and provide suggestions for improvement. The result? "Connect Sessions" instead of annual review were enacted in 2016 to promote regular feedback and greater employee satisfaction.

**INNOVATION AND IMPACT:**

Crone's vision for a revamped review process inspired a 10 percent year-over-year jump in positive response about the performance management system and regular feedback. The Connect Sessions would not have come to be without Crone's leadership, vision, and effectively providing managers with the necessary tools for success. Her use of internal resources and employee surveys made Connect Sessions a major win for Paycor.



**FINALIST:** Christine Eskilsen  
Chief Human Capital Officer  
Piper Jaffray

Christine Eskilsen strived to bring Piper Jaffray's employees a high-deductible health plan (HDHP) in 2013. Under Eskilsen's leadership, the company rolled out consolidated plan options, but her job didn't end there. Once the plan was available, she and her team collaborated to create resources to help employees understand their options in addition to meeting with individuals and families one-on-one.

**INNOVATION AND IMPACT:**

Eskilsen's initially controversial program had a 65 percent enrollment rate when all was said and done. The HDHP led to three consecutive years of stable out-of-pocket costs for employees, not to mention insurance cost savings for Piper Jaffray that went directly back to the workforce. None of this would have been possible without her vision for better benefits.



**FINALIST:** **Kate Etinger**  
Executive Vice President and Chief Human Resources Officer  
Bank Leumi

Every organization wants employees to be held accountable for their performance, but thanks to Kate Etinger, Bank Leumi has experienced cultural change focused on manager accountability and high performance organization-wide. Under Etinger's leadership, the bank began conducting performance calibration sessions, created a formal promotion process, and launched a brand-new reward and recognition program, all which align with Bank Leumi's core values.

**INNOVATION AND IMPACT:**

Etinger's work has changed Bank Leumi's culture as a whole and imbued it with a focus on accountability, performance, and employee development. Her boundless enthusiasm and passion for excellence in HR allow the organization to retain its small-bank feel and enable strong communication between employees.



**FINALIST:** **Tony Fogel**  
Chief Human Resources Officer  
Coveris

Tony Fogel led the charge on Coveris' zero-based budgeting initiative, which commenced with comprehensive global benchmarking and resulted in all business expenses having to be justified for each new quarter. Although implementation was an ambitious project, Fogel rose to meet this challenge and led all of Coveris' seven business units in identifying cost-saving strategies throughout the organization.

**INNOVATION AND IMPACT:**

Fogel's leadership during the zero-based budgeting initiative brought about \$13 million in annual cost savings and achieved Coveris' business objectives time and time again. His project and people management skills coupled with his business acumen were also major drivers behind this success.



**FINALIST:** **Jim Hazboun**  
Vice President of Human Resources  
Hyundai Capital

Jim Hazboun is a key strategist for Hyundai Capital who helped align the company's affiliates around the world to the same HR strategy. He is responsible for leading a broad organization transformation to drive overall performance, efficiency, and engagement. He also served as the key advisor and valued business partner to the CEO during a period of significant growth and organizational change.

**INNOVATION AND IMPACT:**

Hazboun's advice to leadership and proven skill in identifying financial obstacles to success helped Hyundai Capital to keep engagement high—and raise it further—while controlling labor costs. He was an integral part in growing the company from 800 to 1,700 employees in just two years.



**FINALIST:** Khara Julien  
Vice President of Human Resources  
Gypsum Management & Supply, Inc.

In her two years working for Gypsum Management & Supply, Inc., Khara Julien has made her mark on the organization with outstanding HR leadership. Julien's work has been focused in three areas: building HR infrastructure for the company to become publicly traded (which happened in May of 2016), creating value-added services, and integrating acquisitions.

**INNOVATION AND IMPACT:**

Upon taking on the role, Julien had a minimal staff covering benefits, employee relations, training, and recruiting, with very little formal structure. During her tenure, she has installed an HR infrastructure encompassing regional HR managers throughout the country, significantly expanded the personnel and capabilities of the central HR team and grown a centralized payroll department processing payroll for 38 subsidiaries and over 4,500 employees. At the same time, her department has integrated and onboarded 18 acquisitions throughout the country, adding a total of 2,000 employees to the organization.



**FINALIST:** Francine Katsoudas  
Senior Vice President, Chief People Officer  
Cisco

Fran Katsoudas is a driving force in transforming HR at Cisco and creating the most innovative and differentiated experience for Cisco's more than 73,000 employees. Partnering with Cisco's global executive team, she is helping bridge business strategy with culture, leadership, and organization. Understanding what is important to employees and aligning that with the goals as a business has led to unprecedented conversations and initiatives, and a talent strategy that will enable Cisco to grow and win as a company.

**INNOVATION AND IMPACT:**

The way we work today is not the way we will work tomorrow, and Katsoudas is driving major change to support a more inclusive culture. Under her leadership Cisco launched "Our People Deal", "Moments that Matter", and the "Power of Teams". Together they are an innovative approach focused on providing employees with the opportunity to learn, develop, innovate, take risks, be their best selves, and be part of the most amazing teams.



**FINALIST:** Max Langenkamp  
Vice President of Human Resources  
Cintas

Max Langenkamp reenvisioned his division's branding and employee proposition when he launched Cintas' new employment brand theme, "I'm Ready", and consumer brand, "Ready for the Workday". Through extensive marketing efforts, transparency, and communication, HR effectively conveys Cintas culture and goals to consumers and potential hires to strengthen recruitment and engagement metrics.

**INNOVATION AND IMPACT:**

Employee engagement has increased at Cintas from 79 to 90 percent over the past six years—a direct result of Langenkamp's strategic direction and focus on making sure employee voices are heard. Attraction and retention have also improved, and his branding efforts have been particularly influential in hiring more millennial talent.



**FINALIST:** **Andrea Ledford**  
Executive Vice President, Chief Administration Officer and Chief Human Resources Officer  
NCR

Managing global responsibilities for HR, marketing and public affairs, real estate, security and aviation, not to mention the NCR Foundation, Andrea Ledford may be one of NCR's most valuable players. She and her team are at the very heart of NCR's business transformation.

**INNOVATION AND IMPACT:**

Ledford and her team are redefining NCR culture—cultivating “iNCRedible” employee experiences. This includes innovative work environments; new learning model driving critical business changes; high-touch onboarding experience that decreased attrition; new process and philosophy around managing performance that eliminated ratings and now focuses on development and quarterly manager-employee conversations; and a cloud-based HR solution that gives employees and leaders easier access to information.



**FINALIST:** **Brian Little**  
Head of Human Resources  
Zurich, North America

Brian Little has made Zurich, North America a better place to work, specifically as an executive sponsor of the “Zurich Oxygen” initiative. Zurich Oxygen was created to harness managerial skills and employee engagement by outlining clear expectations for managers. Little has made a major impact on the execution of this program through advocacy and commitment to seeing manager performance develop.

**INNOVATION AND IMPACT:**

Thanks in part to Little's support of Zurich Oxygen, Zurich, North America experienced a six percent increase in engagement scores between 2013 and 2015. His approach to supporting managers through training events and using feedback to enhance performance has improved the workplace experience for all Zurich employees.



**FINALIST:** **Jane Maksoud**  
Chief Human Resources Officer  
The Mount Sinai Healthcare System

Jane Maksoud, RN, MPA, had a challenging job ahead of her when, in 2016, the Mount Sinai Health System elected to transform its aging 800-bed Mount Sinai Beth Israel hospital into a smaller footprint with fewer inpatient beds and a much larger integrated ambulatory platform—a process that would affect thousands of employees. Her team rose to the occasion and, in collaboration with senior management and the visionary leadership of Kenneth L. Davis, MD, CEO, worked with the major unions to craft successful agreements that led to the guarantee that all union employees at Mount Sinai Beth Israel would be offered other union opportunities within the Mount Sinai Health System at equal pay.

**INNOVATION AND IMPACT:** What followed was a detailed plan developed in consultation with the union that evaluated every impacted individual in order to identify the most appropriate job match elsewhere in the system. This was coupled with intensive and sustained training efforts to maximize current job skills and, in some circumstances, develop new competencies which afforded each employee an opportunity for advancement. The job-coaching element and one-to-one support last anywhere from three to six months, depending upon the job type. As of March 2017, more than 300 employees had accepted new opportunities with the Mount Sinai Health System and the training and opportunities for others continue.



**FINALIST:** **Adriene McCoy**  
**Chief Human Resources Officer**  
**Baptist Health South Florida**

Reducing the size of an organization's workforce is never easy, but luckily, Adriene McCoy had a plan for Baptist Health South Florida. By re-engaging employees, adjusting job responsibilities, and encouraging open communications via employee committees and meetings, she oversaw a successful voluntary leave program in September 2016. Likewise, McCoy pushed for more employee recognition by devoting more funds to employee celebrations and even launching an organization-wide "Week of Thanks".

**INNOVATION AND IMPACT:**

McCoy's work, which includes but is not limited to the voluntary program planning, has saved Baptist Health South Florida almost \$7 million annually and allowed the organization to successfully reduce its workforce by 3 percent and generate over \$34 million in annual labor costs without layoffs. Her strategic vision and commitment to cost efficiency have helped her organization achieve its goals without negatively impacting employee well-being. The organization was named to Fortune's list of Best Places To Work for the 17th year despite having a challenging year.



**FINALIST:** **Marcia Morales Jaffe**  
**Senior Vice President, Chief People Officer**  
**Paypal**

Creating a better workplace means making sure that all employees have a positive experience and are treated equally. That's why Marcia Morales Jaffe took on gender bias and inequality in 2016 with "Program Recharge"—an initiative designed to find tech talent among women who have been out of the workforce for some time. She has also encouraged greater gender equity at Paypal through unconscious bias training and a focus on gender balance.

**INNOVATION AND IMPACT:**

Thanks in part to Morales Jaffe, Paypal's gender ratio is almost at parity. Her talent acquisition leadership has increased class fill rates by an impressive 27 percent—a result of an RPO partnership with Korn Ferry Futurestep—and hiring manager efficiency has improved as well.



**FINALIST:** **Angela Moriarity**  
**Director of Human Resources**  
**Advanced Correctional Healthcare**

Angela Moriarity was responsible for creating a new workplace culture at Advanced Correctional Healthcare and revamping the organization's recruitment process. Despite technical challenges, she made top talent and attractive offerings a high priority and persevered. Moriarity's work paid off, and Advanced Correctional Healthcare's talent acquisition programs are stronger than ever.

**INNOVATION AND IMPACT:**

Because of Moriarity's dedication, Advanced Correctional Healthcare now harnesses mobile technology more effectively in recruitment and has a revitalized candidate relationship management program. By eliminating ineffective programs or replacing them with ones that produce results, Advanced Correctional Healthcare has experienced over \$25,000 in cost savings.



**FINALIST:** Deslyn Norris  
Vice President of Human Resources  
Topgolf

Deslyn Norris did big things in 2015 to roll out new benefit offerings at Topgolf, including adding an extra week of paid time off for salaried home office associates, offering voluntary benefits such as pet care savings, and expanding healthcare, dental, and vision coverage. She also prioritized employee development by creating better onboarding materials and performance review procedures and making training sessions more fun and interactive. The implementation of enhanced benefits and programs has also been an essential part of Topgolf's drive to be recognized as one of the best places to work in America. In 2016, Topgolf was recognized as a Best Place to Work in Dallas, Houston, Austin, San Antonio, Tampa, Atlanta, Chicago and Oklahoma City.

**INNOVATION AND IMPACT:**

Norris' efforts have helped Topgolf expand its employee base from 1,000 associates to more the 12,000, all spread across 20 states and brought in by a small team of recruiters. Her investment in the organization's talent acquisition programs and desire to collect employee feedback personally, via her "Rockstar Tour", in addition to starting a charitable foundation, Topgolf Cares, has also improved the workplace experience for all employees.



**FINALIST:** Matthew Owenby  
Senior Vice President, Chief Human Resources Officer  
Aflac

Although Aflac already had a part-time healthcare clinic for employees, Matthew Owenby thought that the organization could do better. In March 2015, he oversaw the opening of a full-time clinic—Aflac Care Center—followed by another clinic three months later. The centers offer a variety of health services and amenities for a minor \$5 copay.

**INNOVATION AND IMPACT:**

Employees received Owenby's new Aflac Care Centers very well. To date, more than 5,224 employees have received care, and the centers have generated nearly \$1.3 million in healthcare cost savings. Owenby's achievements have increased and continue to increase employee engagement, and there has been 48 percent increase in employee learning-initiative participation under his direction.



**FINALIST:** Mark Puleo  
Vice President, Chief Human Resources Officer  
Henry Mayo Newhall Hospital

After the executive leadership team of Henry Mayo Newhall Hospital set of goal of increasing employee engagement, Mark Puleo led a six-pillar initiative that focused on daily improvement, responsibility, positive interactions between patients and staff, and financial stability. This initiative gave rise to several changes in process and the implementation of employee-centric programs that resulted in measurable improvement in several metrics.

**INNOVATION AND IMPACT:**

The employee engagement initiative spearheaded by Puleo led to less administrative work for employees, more time to attend to patients, and a more effective onboarding process. The result was a 50 percent reduction in turnover and happier employees and patients.



**FINALIST:** Kevin D. Silva  
Executive Vice President and Chief Human Resources Officer  
Voya Financial, Inc.

Kevin Silva was instrumental in helping Voya orchestrate a spinoff from ING and going public in 2014. Through various initiatives and an extensive talent management agenda, Silva was able to bring new members to Voya's senior leadership team, bolster the talent management process and improve training and development programs.

**INNOVATION AND IMPACT:**

In addition to expanding Voya's leadership team, Silva's initiatives resulted in an 18 percent increase in training participation, not to mention near gender parity (45 percent) within leadership. His training programs for employees and leaders alike also helped bring next-level quality, efficiency, and problem solving to Voya.



**FINALIST:** Collette Taylor  
Senior Vice President, Human Resources and Facilities  
Astellas US LLC

Collette Taylor's major mission as senior vice president, human resources and facilities for Astellas US is diversity and inclusion—particularly as it pertains to gender. Her unique Women In Action 2016 conference, which was open to female employees and teen guests from the U.S., Canada, and Brazil, encouraged women to network, develop their leadership skills, share workplace experiences, and act as role models for young women who will someday join the workplace.

**INNOVATION AND IMPACT:**

Taylor's leadership conference has had an amazing impact not only on its attendees, but also on the local vendors and competitors who sent representatives to the event. Her advocacy for women's professional development expresses a larger commitment to diversity and inclusion that only makes Astellas stronger and sets an example for others in her industry.



**FINALIST:** Kathy Zwickert  
Chief People Officer  
NetSuite

As the only female member of NetSuite's executive leadership team when she joined in 2013, Kathy Zwickert immediately knew that diversity had to be a larger goal. So, she decided to create a global women's initiative to support NetSuite's female workforce. The Women in Netsuite (WIN) initiative helps women build meaningful careers and work toward leadership positions.

**INNOVATION AND IMPACT:**

First and foremost, Zwickert's WIN initiative strongly influenced the retention of female employees within Netsuite. Prior to its launch, there were no programs in place to support women, and women were only 20 percent of the total workforce in leadership positions. Due in part to Zwickert's enthusiasm and drive, NetSuite saw the recruitment of female managers jump five points—from 33 percent of all managers hired in 2015 to 38 percent of all managers hired in 2016. She also implemented a forward-thinking U.S. maternity policy, providing four months paid leave and a 90-day transition period of part-time hours with full-time pay.