



## TOP HRD SUPER STARS

In a year of fewer new contracts, not as many industry buyers, providers, and advisors made it into *HRO Today's* Superstars list. To join this group of standouts, it takes courage, vision, and an ability and willingness to reshape how outsourcing is practiced for the betterment of the HRO community. While we saw a new crop of leaders emerge, especially within the HR BPO Buyers Advisory Group, many other veterans who helped pioneer the space moved on to new career paths, new employers, and more important positions within their organizations—no doubt recognized for their courage to embrace outsourcing and their contribution to the industry.

What are the criteria for becoming a Superstar? They are different for each of the three categories:

■ For **buyers**, the path to Superstardom begins with their vision for a better HR organization. That means discarding any preconceived notion they have about outsourcing, investing the time and sweat effort to learn how it can benefit their organizations, and taking the calculated risk to bring better service, lower costs, and more effective support to the overall business. Even among companies that have outsourced for several years now, the Superstars we name there are demonstrating a continued effort to improve their HRO deals as well as a willingness to help other buyers to perfect their implementation.

■ Among **providers**, we base our choices on their innovation and

contributions to the industry. Beyond marketing hype, their efforts leave an impact on how HRO is practiced—whether enterprise, end-to-end implementation, or narrowly focused point solutions. HRO is as much a partnership as any buyer-vendor relationship can be, and the providers named as Superstars this year demonstrate that their efforts benefit their clients as much as they benefit their own organizations.

■ Without **advisors**, HRO engagements would take a lot longer to execute. Sharing their domain expertise and best-practices knowledge, these sourcing experts, analysts, and legal advisors help buyers find appropriate vendors, develop contracts, and oversee implementation. Their role is becoming increasingly critical as HR leaders look to transform their organizations instead of just outsource administrative tasks. That means the nature of HRO deals are becoming more complex, requiring buyers to seek even more hand-holding than ever.

We want to congratulate all of the Superstars this year and acknowledge their role in bettering the industry. One change we've made to the list this year is the exclusion of European Superstars, who we've included in past year's reports. Instead, we will expand our coverage of European buyers, providers, and advisors in our sister publication, *HRO Europe*.

As always, we encourage you to give us your thoughts and nominations to help us build a better list for 2009.

# 2008 HRO SUPERSTARS



## BUYERS

This year's 28 buyers include a large portion of HR leaders who have recently taken over at the helm of their organizations' HRO endeavors. They are responsible for further defining strategies as their outsourcing deals evolve into a second or third generation.

SUPERSTAR	ORGANIZATION	TITLE	WHAT MAKES THEM SHINE SO BRIGHT
J. Steele Alphin	Bank of America Corporation	Chief Administrative Officer	For post-merger transition of dual-provider enterprise HRO to single-provider
LeAnne Andersen	Best Buy	Director, HR Operations	Helping HR leaders at Buyers' Group make the best HRO buys
Peter Au-Yang	PHH Mortgage	Senior VP, HR and Learning Development	Lending HRO expertise to PHH's employees.
David Binkley	Whirlpool	VP-HR Service Capability	Cycling through HRO at appliance giant
Jim Borel	DuPont	Senior Vice President, HR	Demonstrating the miracle of HRO at DuPont
Samuel Borgese	Catalina Restaurant Group	CEO	Enjoying a big serving of HRO and FAO
Chris Collins	Delta Air Lines	Director, HR-BPO	The airline's wingman on outsourcing
Rita Ennis	PHH Arval	Senior VP HR	Keeps company rolling through Ceridian contract
Ken Erffmeyer	The Thomson Corp.	VP, Human Resources	A well-informed HRO Buyers Group member
Kathleen Geier	Goodyear	SVP HR	Using HRO to do HR without spinning wheels
Dominique Grau	Agilent Technologies, Inc.	VP-Compensation, Benefits, and HR Services	HR BPO buyers clubber
Steve Grossman	Strategic Restaurant Franchise Acquisition Corporation	CFO	For implementing an innovative HR program to help staff restaurants damaged by Katrina
Albert Hawkins	State of Texas	Executive Commissioner, HHSC	Corralled state spending by outsourcing
Ellen Hirsch	Grainger	Director of HR	Raving fan of RPO
Sreeni Kutam	Medco	Senior Director of HR Operations	Jumped ship from Hewitt to help with Medco's HRO initiative
Ernest Lareau	DuPont	HR Director, Portfolio and Program Management	DuPont's point man on the HR BPO Buyers club
Shannon McFayden	Wachovia	Head of HR and Corporate Relations	Deposited the bank's HR headaches with Hewitt
David Lutterbach	Hess Corp.	VP, Global Benefits, Health and Wellness	Putting benefits on high octane
Mike Marinaro	Chubb & Son	HR Governance Relationship Manager	Ensuring Chubb's HRO transformation efforts are covered
John Murabito	CIGNA	EVP HR and Services	Helping the Tree of Life Company establish roots in HRO
Charlene Parsons	CIGNA	Vice President, Talent Optimization Human Resources and Services	HR BPO buyers clubber
Rose Patten	BMO Financial Group	Senior EVP, HR and Head of Office of Strategic Management	Master of cross-border HRO
Luigi Pierleoni	P&G	HR Director, Employee Services Western Europe	One of the world's largest HRO contracts
Karin Princinvalle	Medco	Senior VP, HR	A prescription for HR transformation
Sekhar Ramaswamy	Prudential Financial	VP, Planning and HR Services	HR BPO Buyers clubber
Sharon Taylor	Prudential Financial	Senior VP of HR	Lending leadership to the HROA
Jim Theis	Delta Air Lines	General Manager, Program Management	HR BPO Buyers clubber
Richard Whitford	TSA	Assistant Director for Human Capital	Former OPM staffer used HRO to ramp up TSA in record time

# 2008 HRO SUPERSTARS

## WHO'S WHO: Buyers



**J. STEELE ALPHIN**  
Chief Administrative Officer,  
Bank of America Corporation

J. Steele Alphin is chief administrative officer for Bank of America and a member of its management operating committee. He is responsible for the company's global human resources, global marketing, corporate affairs, and corporate aviation functions. A native of Windsor, VA, Alphin earned his bachelor's degree in history from the University of North Carolina at Chapel Hill and is a member of the board of the Bank Administration Institute, the University of North Carolina Board of Visitors (Class of 2006), and the Board of Trustees for Thompson Child & Family Focus. He has served on the Exult Advisory Council.



**SAMUEL BORGESSE**  
Chief Executive Officer  
Catalina Restaurant Group

Borgese joined Catalina Restaurant Group (CRG) in October 2003 as chief development officer and was named president in June 2004 following a restructuring of CRG's management team under a renewal of its original business objectives by the company's majority shareholders. Prior to joining CRG, Borgese was the CEO of two San Diego-based enterprise software companies. These followed 20 years' experience in specialty and promotional corporate real estate as a senior executive or an advisor to the boards of directors of private equity and venture capital-funded companies. He oversees the successful HRO contract CRG has with Accenture BPO, which provides HR and F&A services to the restaurant chain.



**LEANNE ANDERSEN**  
Director, HR Operations,  
Best Buy

LeAnne Andersen is director, human resource operations, for Best Buy, the largest specialty retailer of technology and entertainment products and services. She is responsible for creating and executing strategies. These include managing Best Buy's partnerships with external human resource service providers. Andersen chairs The Buyers Group leadership committee, whose membership comprises large-market HRO buyers. Prior to joining Best Buy in 1999, Andersen held a variety of leadership roles at Target Corporation. Areas of emphasis included business transformation, supply chain optimization, and management of external partnerships. She graduated with a bachelor of arts from Minnesota State University at Mankato, where she majored in journalism and mass communication. She also has a master of business administration from the University of Nebraska at Lincoln.



**CHRIS COLLINS**  
Director of HR Service  
Delivery, Delta Air Lines

As director of HR service delivery at Delta Air Lines at its world headquarters in Atlanta, Collins is responsible for managing the delivery and compliance requirements for outsourced HR services for more than 100,000 employees, retirees, and their families and beneficiaries around the globe. His governance team provides project management, compliance oversight, and training and communication support for outsourced HR services. The governance team also manages Delta's recruiting and staffing department and has spearheaded an RPO for end-to-end scale hiring for the company. A 13-year Delta veteran, Collins has been a member of the HR organization for 10 years and brings strong process reengineering and programming skills to his role. He received his undergraduate degree from Georgia State University and an MBA from New York Institute of Technology.



**PETER AU-YANG**  
Senior VP, HR,  
PHH Mortgage

Au-Yang is responsible for the staffing, compensation and benefits, and team player relations. He joined PHH Mortgage (then Cendant Mortgage) as vice president of compensation and benefits in June 2001. Prior to PHH, Au-Yang worked with CIGNA's corporate compensation department and Hay Management Consultants. He received his education from Temple University and is a Certified Compensation Professional (CCP) and a Senior Professional in Human Resources (SPHR). He was instrumental in the selection and implementation of PHH Mortgage's outsourcing deal with payroll specialist Ceridian.



**RITA ENNIS**  
Senior VP HR  
PHH Corporation

Ennis has served PHH Corporation in a variety of roles since 1986. As senior vice president of HR, she helped PHH Arval maintain the customer service focus and other cultural attributes that have made the company a great place to work. Ennis is particularly associated with expertise in employee communications, employee relations risk management, business ethics, senior management consultation, and organization change initiatives. She holds a master's in finance from Johns Hopkins University and a bachelor's degree from Hollins University.



**DAVID BINKLEY**  
Senior Vice President, Global HR  
Whirlpool

David Binkley is senior vice president, global human resources, and a member of the company's executive committee. He joined Whirlpool in 1984 as regional manager, human resources, for the sales organization, and in 1986 he was named manager, employee relations, for the Parts Distribution Center. After serving in a number of global positions, he was named corporate director, management resources, and became vice president, human resources, for North America in 1998. In 2001 he was named corporate vice president, global human resources. Binkley graduated from Michigan State University with a bachelor of science degree in business and HR management and attended Michigan State University's Graduate School of Labor and Industrial Relations. Binkley oversaw the company's engagement in a massive HRO deal with enterprise provider Convergy.



**KEN ERFFMEYER**  
Vice President, HR  
The Thomson Corporation

Erffmeyer since 2003 has been with the Thomson Corporation, a global leader in providing electronic information solutions with more than 40,000 employees and \$8.7 billion in revenue. He led the HR transformation project for Thomson by overseeing a cross-enterprise initiative that developed a new HR model in which administrative and technology support was outsourced, specialist support centralized, and the role of the HR generalist changed. Prior to joining Thomson, Erffmeyer worked at Deloitte & Touche and Andersen Consulting. He graduated with an MBA from the University of Minnesota and a BS degree from Calvin College.



**JIM BOREL**  
Senior Vice President, HR  
DuPont

As senior vice president of DuPont Human Resources and a member of the company's office of the chief executive, Borel is in charge of all HR functions including oversight of its billion-dollar outsourcing contract with Convergy. He joined DuPont in 1978 in Findlay, OH as a sales representative. From 1981 to 1993, he held a variety of management positions in marketing, sales, business, operations, and human resources. In 1993, he transferred to Tokyo with DuPont's agricultural products as regional manager, North Asia, and the next year he was appointed regional director, Asia Pacific. He returned to Wilmington, DE (DuPont's global headquarters) as business director, North American Crop Protection, in January 1997. He was appointed vice president and general manager of DuPont Crop Protection later that year, followed by his current position in January 2004. Borel serves on the board of advisors for the Center for Human Resource Strategy, Rutgers University of New Jersey; the Board of the Delaware Community Foundation; and Board of Trustees, National 4-H Council. Born in 1955 in Clarion, IA, Borel graduated from Iowa State University with a degree in agricultural business.



**KATHLEEN GEIER**  
Senior Vice President, HR  
Goodyear

Geier is responsible for developing and executing a global human resources strategy for Goodyear and ensuring that HR initiatives are in place to drive the company's competitiveness in the marketplace. Prior to this appointment, she served as director of HR for the company's Eastern Europe, Africa, and Middle East regions. From 1996 to 1999, she served as director, HR central services for North America business units and corporate staff in Akron. A life-long Goodyear employee, she joined the company as a trainee in Akron in 1978.

# 2008 HRO SUPERSTARS

## WHO'S WHO: Buyers



### DOMINIQUE GRAU

Vice President-Compensation, Benefits, and HR Services, Agilent Technologies, Inc.

Grau has led the HR outsourcing strategy at Agilent during the past five years. Through best-of-breed outsourcing on a global basis, Agilent HR went from a mostly in-house service delivery function to a leveraged service model, combining best-in-class e-services, global systems, global capabilities, offshoring, and outsourced services. During that time, HR administration costs on a per-employee basis decreased 45 percent to reach best-in-class levels while quality and on-time performance met all service level agreements. Moving forward, Grau aims to build one-to-one relationship with a truly global provider to enable even more seamless services to employees and managers.



### ERNEST LAREAU

HR Director, Portfolio and Program Management DuPont

Lareau is HR director, portfolio and program management for DuPont. He played a leadership role in the process that led to DuPont selecting Convergys as its provider of transactional HR services, the largest HRO agreement in history. In his current position, he is overseeing the commercial aspects of the Convergys relationship and is accountable for transforming DuPont HR into a world-class organization. He also serves on the HRO Buyers Group Leadership Committee. In his 34 years with DuPont, he has held positions of increasing responsibility within manufacturing, technology, sales, marketing, strategic planning, and general management. His career emphasis has consistently been on transformational opportunities in which he utilizes his broad-based managerial experience in the areas of strategic planning, mergers and acquisitions, negotiations and implementation. Lareau is a Georgia Tech graduate with a mechanical engineering degree service in U.S. businesses.



### STEVEN GROSSMAN

Chief Financial Officer, Strategic Restaurants Acquisition Corp.

Grossman joined Strategic Restaurants at its inception in March 2005; prior to that he was vice president of finance for a restaurant company, Sydran Services, from 1994 through February of 2005. He graduated from the City College of New York with a B.A. in business administration in 1969. For the next 25 years he worked for major public accounting firms. For 21 years he was with Laventhol and Horwath, one of the original international accounting firms serving the hospitality and leisure time industries. During his tenure at Laventhol and Horwath, he served eventually as an audit partner, primarily in the hospitality and leisure time industries. Upon dissolution of that firm in 1990, he brought key team members into the BDO Seidman accounting firm, where he served as National Hotel and Restaurant Accounting Partner.



### DAVID G. LUTTERBACH

Vice President, Global Benefits, Health and Wellness Hess Corporation

As vice president of global benefits, health and wellness for Hess, Lutterbach also leads the company's Human Resources Information Services group, which supports 14,000 employees in more than 15 countries and is a member of the HR leadership team. Prior to joining Hess in 2005, he was director of global benefits for Ingersoll-Rand. In that role, which he held for more than a year, he led the global design, development, and implementation of benefits for five business sectors encompassing 40,000 employees. Prior to that, Lutterbach served seven years as director of benefits for Siemens Corporation, where he led benefit design and delivery for 15 autonomous U.S. business entities encompassing 70,000 employees.



### ALBERT HAWKINS

Executive Commissioner, HHSC State of Texas

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



### MIKE MARINARO

HR Governance Relationship Manager Chubb & Son

Marinaro started with Chubb in 1979 in loss control in New York City and was promoted to loss control supervisor in 1981. He was promoted to Long Island loss control manager in 1985. During the course of his 28 years with Chubb, he has also served as HR manager in Long Island. In 1994, he moved into the New York Zone HR manager's job and assumed responsibility for its eastern zone HR. He was promoted to U.S. field HR manager in 1998, with responsibility for overseeing all HR services to domestic branches. Marinaro was elected a senior vice president of Chubb & Son in 2003. He assumed his current role of HR governance relationship manager in January 2005, with responsibility for leading the team overseeing HR services from ACS. During the past year, the key accomplishments of HR governance were to transition recruiting services to an RPO provider and to implement a PeopleSoft HRIS system.



### ELLEN HIRSCH

Director of HR Grainger

Hirsch is in charge of the RPO program for the \$5 billion facilities maintenance and repair product giant. It ranks as one of the world's most complex recruitment programs, which she has outsourced to Spherion. A leading practitioner of just-in-time staffing, Hirsch has managed to beat cost savings expectations while increasing quality in her operations.



### SHANNON MCFAYDEN

Head of HR and Corporate Relations Wachovia

McFayden joined Wachovia in 1982 and has held her current position since 2004. She has held previous positions at the company including: director of community affairs; director of human resources client services, including relationship teams, compensation, diversity, training, and organization development; head of human resources, Florida Bank; training and development recruiting manager, Florida Bank; and college recruiting manager, human resources. She graduated with a B.A. in psychology from Davidson College. McFayden is the past co-chair of the national Business Strengthening America initiative, a peer-to-peer business campaign to increase volunteerism and community service in U.S. businesses.



### SREENI KUTAM

Senior Director of HR Operations Medco

In his current role, Kutam has managed several HRIS implementations in various industries and helped Medco successfully usher in enterprise HRO at the pharmacy benefits giant. Prior to joining Medco, he was with Hewitt Associates, the company's provider. He has served in an advisor/operational manager role in setting up HR shared services in Europe for a *Fortune* 500 company. As a technology delivery manager, he oversaw HRO services for Hewitt and led HR operations integration as part of an M&A deal. Kutam also led Medco's team on its HRO contract renewal. He has a bachelor's degree in computer science and engineering from Andhra University, India and an MBA from Purdue University.



### JOHN M. MURABITO

Executive Vice President HR and Services, CIGNA Corporation

Murabito was named executive vice president of CIGNA Corporation in July 2003 with responsibility for driving growth in CIGNA's businesses through an effective HR and people strategy. He is responsible for planning, staffing, talent management, and succession processes, compensation and benefits, leadership development and training, employee relations, corporate medical operations, and employee assistance programs. He is also in charge of a variety of corporate-wide administrative areas including, travel, security, purchasing, real estate, and other business-support services. Prior to joining CIGNA, Murabito served as senior vice president of HR and corporate services at Monsanto. He has 25 years of extensive, related experience. Murabito is a Fellow in the National Academy of Human Resources and a Board Member of Cornell's Center for Advanced Human Resources.

# 2008 HRO SUPERSTARS

## WHO'S WHO: Buyers



**CHARLENE PARSONS**  
Vice President, Talent Optimization Human Resources and Services  
CIGNA Corporation

Parsons was named vice president, total rewards, for CIGNA Corporation in March 2004 with responsibility for establishing the company's enterprise-wide total rewards program, which integrates four key components: career, returns, life, and culture. She also is leading a multi-year business process outsourcing initiative within CIGNA's HR organization aimed at improving the efficiency and cost effectiveness of its HR service delivery model. Prior to joining CIGNA, she served as director of global compensation and benefits for DuPont. Her background includes more than 20 years of diverse HR experience, including generalist and specialized compensation and benefits experience.



**ROSE PATTEN**  
Senior EVP, HR, and Head of Office of Strategic Management, BMO Financial Group

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



**LUIGI PIERLEONI**  
HR Director, Employee Services Western Europe  
P&G

Luigi Pierleoni, HR Director, Employee Services Western Europe in P&G Global Business Services has led the global transition of P&G Employee Services to IBM in 2004 as global governance leader of the contract between P&G and IBM. After laying the ground of the partnership with IBM, in 2006, with the strategic acquisition of Gillette to be integrated in P&G, he has led the transformation of the governance structure, strengthening the regional dimension and the customer engagement with focus on Western Europe. He joined P&G 20 years ago and worked in different local and regional roles in Western Europe, Middle East, and Africa and in other roles at global level.



**KARIN PRINCIVALLE**  
Senior vice president, HR  
Medco

After joining Medco in May 2001, Princivalle helped the company prepare for its spin-off from Merck. She has more than over 27 years of experience in global HR management. She joined Medco from TradeOut.com, an on-line business-to-business surplus marketplace, where she built and managed the HR function for a growing Internet start-up. She has also held key HR leadership positions at Citigroup, Frito-Lay, and Kaiser Aluminum Chemical Corporation. At Citigroup, she managed HR functions for its North America credit card business employing more than 15,000. In her 16 years with the company, she also managed HR activities across 10 emerging market countries in Central Europe, the Middle East, Asia, and Africa. Princivalle received her BS in personnel and labor relations from LaSalle University and her MA in Industrial Relations from St. Francis College.



**SEKHAR RAMASWAMY**  
VP Planning and HR Services, Prudential Financial

As vice president of planning and HR services, Ramaswamy is accountable for human resources planning and services. In this capacity, he oversees business and financial planning for human resources; HR operations and systems—including the technology and service delivery team responsible for vendor governance oversight for outsourced administrative and transactional human resources processes, project management, and human resources' technology area; the HR mergers and acquisitions area; Prudential's staffing organization; and human resources' risk management.



**SHARON TAYLOR**  
Senior Vice President,  
Corporate HR, Prudential Financial

Taylor is chair of The Prudential Foundation and a member of Prudential's senior management committee. Taylor is the top HR officer reporting to the chairman and is accountable for HR policies, strategies, programs, and infrastructure that support Prudential's domestic and international businesses. She chairs several key committees such as the Human Resources Policy Committee and the Investment Oversight Committee. She is also accountable for Community Resources, which includes oversight of The Prudential Foundation, and the company's social investments, local initiative, and business diversity programs.

No Photo Available

**JIM THEIS**  
General Manager, Program Management,  
Delta Air Lines

This is accountable for all PMO activities in support of the outsourced relationship with ACS, Sedgwick, and other outsourced providers, including implementation of project management discipline, tools and routines, and project planning and management of transition and operational projects. He has been with Delta for three years and also served as the project leader for its BPO initiative, from internal service delivery assessment through outsourced provider contracting. This has a broad background in domestic and global HR including previous experience as HR team lead—SAP implementation and director, client services with The Coca-Cola Company.



**RICHARD WHITFORD**  
Assistant Director for Human Capital, TSA

Whitford has been integral to the TSA's HRO initiative. Prior to working with the TSA, he played a critical role at the Office of Personnel Management in establishing USAJOBS, the federal government's worldwide automated employment information system. Since joining TSA, he has enthusiastically managed, improved, and promoted the use of commercial services to deliver HR services to a security agency with 60,000 people.

## Nomination for 2009 HRO Today Superstars

The *HRO Today* Superstars are chosen by staff members in consultation with industry leaders. Criteria for qualifying include outstanding contributions to the HRO industry, leadership in implementing outsourcing programs, a proven track record in bringing innovation to the marketplace, widely recognized consultative skills, and other distinguishing accomplishment meriting recognition.

Each year, scores of HRO industry leaders are considered for the list. Buyers, providers, advisors, analysts, academicians, and others who participate in the HRO sector are qualified for the Superstars. The *HRO Today* staff makes the final determination.

For the 2009 Superstars listing, nominations can be submitted to the *HRO Today* staff. Because many will be selected for accomplishments made during the next 12 months, you'll see many new face in the December 2008 issue of *HRO Today*.

To nominate future Superstars or for more information about this year's list, contact Editor Andy Teng at [ateng@outsourcingtoday.com](mailto:ateng@outsourcingtoday.com).

# 2008 HRO SUPERSTARS



## PROVIDERS

The 33 providers listed helped buyers everywhere discover the benefits of outsourcing. These leaders were responsible for taking the industry in a new direction in 2007 and will certainly help chart a new course for providers and buyers alike in 2008.

SUPERSTAR	ORGANIZATION	TITLE	WHAT MAKES THEM SHINE SO BRIGHT
Ellen Balaguer	Accenture	Global Managing Director, BPO	Helping the outsourcing giant's HRO business a tiger
Patrick Beharelle	Spherion RPO	Senior Vice President	Lifting Spherion and the RPO industry to new heights
Pam Berklich	Kelly Services	Senior Vice President	A guiding light for the RPO Alliance
Jason Berkowitz	Hyrian	VP Business Development	Chairing RPO's rise in the HRO world
Michael Beygelman	Adecco Group-North America	SVP Business Development	Overseeing Adecco's big recruitment outsourcing investment
Ashok Bildikhar	Caliber Point (a Hexaware Company)	President and Executive Director	Pioneering offshore providers' push into HRO
Jeff Bizzack	Accenture BPO Services	Senior Executive	Catching the mid-market outsourcing wave
Karen F. Browne	PeopleScout	Chief Operating Officer	Being prepared for RPO's growth
David Bywater	ACS	Senior Managing Director, HCM Solutions	Leading ACS' outsourcing and HRO businesses
Kevin Campbell	Accenture	Group Chief Executive-Outsourcing	The visionary pioneer for the global provider
William Canfield	TALX	President and CEO	Collecting billions for TALX shareholders
Michael Caruso	ExcellerateHRO	Chief Operating Officer	Lending his buyer experience to Excellerate's strategy
Brenna Garratt	The Delve Group	President and Co-Founder	Risking her own money to manage the HRO Association
John Gibson	Convergys Employee Care	President, HR Management	Heading up the rebranded Convergys business unit
Patrick F. Goepel	Fidelity Investments	President, Human Resources Services	Ready to rumble in the enterprise HRO market
Peter Hart	Rideau Recognition	CEO	Employee recognition's chief champion
Troy Kanter	Kenexa	President and COO	Connecting candidates with employers through RPO
Kathryn Kelly	ExcellerateHRO	Vice President	An oracle for the HRO industry
Ruth Ladner	Genesys	Chief Operating Officer	Bringing a web solution to the masses
Michael Lavington	Gevity	CEO-Designate	A Brit tackling the small and mid-size market
Regina Lee	ADP	President National Accounts Services	Helping ADP's charge into the end-to-end HRO market
Sue Marks	Pinstripe	Chairman and CEO	An RPO entrepreneur charting new territories for the market
Kay Mason	Northgate IS	President, U.S.	Digesting the ARINSO acquisition for CEO Chris Stone
Jeff Miller	Mercer	President, Outsourcing	Adding TBO to the everyday dialog
Jay Rising	Hewitt	President, HRO	Has challenge of improving P&L for the provider
Mary Sue Roger	IBM	GM, Global HR and Learning Business Transformation Outsourcing	Directing Big Blue's HRO efforts worldwide
Sheldon Schur	Manpower Business Solutions	Vice President/General Manager	En-schuring that the staffing giant's RPO business will grow
Diana Sheppard	Advantec	President	Making HRO a viable choice for the mid-market
Barbara Sheridan	HRXCEL	CEO	Stepping up the appeal of outsourcing to mid-market buyers
Michael E. Smith	TALX	Senior Vice President	The high priest of employment verification
Daniel Solomons	Hyrian	President and CEO	For bringing a new acronym to the HRO dictionary: RPO
Keith Strodman	Ceridian	Senior Vice President and GM	At the helm of the payroll specialist's HRO business
Terry Terhark	The Right Thing	President	The road warrior of RPO

# 2008 HRO SUPERSTARS

## WHO'S WHO: Providers



**ELLEN BALAGUER**  
Global Managing Director,  
BPO, Accenture

As global managing director for Accenture Business Process Outsourcing (BPO) Services, Balaguer has global responsibility for one of the world's largest HR and learning services providers. In addition, she is responsible for innovation, offering lifecycle management across Accenture's global outsourcing practice. She has been with Accenture for 24 years and has a strong track record of building new markets, serving and extending client and alliance relationships, and managing large initiatives within Accenture. She has led numerous outsourcing and market alliance initiatives and managed both large accounts and market portfolios for Accenture.



**PATRICK BEHARELLE**  
Senior Vice President  
Spherion RPO

As senior vice president of Spherion's RPO division, Beharelle oversees one of the largest and fastest-growing RPO providers in the U.S. He has more than 16 years of professional services and recruitment industry experience and has been a featured speaker at several industry conferences. During the past two years, Beharelle has overseen a doubling in the number of RPO clients at Spherion and more than a 250-percent growth in RPO revenues. Spherion's RPO division now has more than 500 recruitment specialist and more than 20 end-to-end RPO clients. Prior to joining Spherion in 2001, he was president of a highly successful venture-back business-to-business financial services firm in Atlanta. Beharelle holds an MBA from the Wharton School of Business.



**PAM BERKLICH**  
Senior Vice President  
Outsourcing and Consulting Group  
Kelly Services, Inc.

As senior vice president of the Outsourcing and Consulting Group for Kelly Services, Berklich is responsible for the global operations of the business and service lines that provide outsourcing and consulting services, including The Ayers Group, Kelly HRfirst, Kelly HR Consulting, Kelly Management Services, and Kelly Vendor Management Solutions. She joined the company in February 2005 with more than 20 years' experience in the staffing industry, including the design and execution of various outsourcing programs for previous clients. Berklich holds a bachelor's degree in psychology and political science from Central Michigan University and a master's degree in career counseling from Oakland University. For the past few years, Berklich has served as a global trustee for the HRO Association (HROA).



**JASON BERKOWITZ**  
Vice President of Business Development  
Hyrian

Berkowitz is a co-founder of Hyrian and leads the company's *Fortune* 500 business development and strategic alliances efforts. He helped build and manage some of the largest transformational RPO programs in history. In addition, he has led efforts to professionalize the RPO industry through his work as the founding chair of the nonprofit Recruitment Process Outsourcing Alliance of the HROA. He was also instrumental in organizing the first RPO Summit held earlier this year and helped to coordinate efforts to establish a separate European group for RPO providers there. He has written articles on recruitment and been frequently quoted in industry publications. Berkowitz received a BA in psychology from the University of California at Santa Barbara.



**MICHAEL BEYGELMAN**  
Senior Vice President of Business Development,  
Adecco North America

Beygelman is senior vice president, business development, at Adecco North America. His primary responsibility is overseeing the North American RPO business and global RPO program sponsorship. He is also responsible for design and commercialization of innovative HR products and services. An influential thought leader and previous advisor to numerous HR executives on recruitment, HRO and BPO, Beygelman most recently was the executive director of the HROA, where he directed all operating activities and was instrumental in promoting education, the exchange of information and the advancement of best practices in the HR outsourcing industry. He was also responsible for the successful launch of the Recruitment Process Outsourcing (RPO) Alliance.



**ASHOK BILDIKAR**  
President and Executive Director  
Caliber Point

Bidikar leads Caliber Point Business Solution, the exponentially growing independent BPO arm of Hexaware Technologies, as its president and executive director. He has been involved in providing offshore-based HRO services for more than a decade. During that time, he's been actively involved in helping organizations deploy innovative HR models very successfully. He had headed the HR-IT practice in Hexaware and is currently focusing on providing integrated HRO services for global organizations. He works closely with leading HRO and advisory firms across the globe in addressing their HR requirements.



**JEFF BIZZACK**  
Senior Executive  
Accenture BPO Services

Bizzack's executive leadership of Accenture BPO Services (formerly Savista) includes strategic and operational management of middle market HRO and F&A services including workforce management, workforce deployment, talent management, and financial and accounting management. Bizzack served as Savista's president and CEO previous to Accenture's acquisition of Savista in 2006. Bizzack co-founded ProBusiness Services in 1989; under his leadership, ProBusiness became one of the largest providers of HR BPO services to large corporations and was acquired by ADP in 2003. Bizzack is credited with leveraging breakthrough technology as a driver of accelerated growth and building a client-centric organization.



**KAREN F. BROWNE**  
Chief Operating Officer  
PeopleScout

Karen Browne, PeopleScout's chief operating officer, joined the company in 2000. Since that time, she has spearheaded PeopleScout's Recruitment Process Outsourcing (RPO) business unit, leveraging the firm's proprietary software and processes to deliver recruitment and retention solutions. Browne is a frequent speaker and contributor on recruitment and employee retention-related topics and has been quoted in leading industry publications. Prior to joining PeopleScout, she owned a consulting business that concentrated on creating operational excellence through process and people. With more than 12 years experience at the executive level, Browne has a BS and MA from Central Michigan University.



**DAVID BYWATER**  
Senior Managing Director,  
Human Capital Management Solutions  
ACS

As senior managing director for ACS' Human Capital Management Solutions (HCMS), which includes Buck Consulting and the HRO and Learning Service organizations, Bywater was most recently the chief operating officer for the company's HRO business, including all of ACS's HR and benefit outsourcing services worldwide. He has also served in a variety of management positions within ACS, including as senior vice president of its ITO International Operations, where he led a global expansion strategy in Asia and Central America. Prior to joining ACS, Bywater worked as a senior manager for Bain & Company, a strategy consulting practice, where he focused on helping companies develop growth strategies and achieve operational efficiencies across a variety of industries, including airlines, personal computers, publishing, manufacturing, telecommunications, and professional service firms. He holds a BS in economics from Brigham Young University and an MBA from Harvard Business School.



**KEVIN CAMPBELL**  
Group Chief Executive—Outsourcing  
Accenture

Campbell is responsible for Accenture's outsourcing business, which provides application, infrastructure, and business process services to more than 625 clients globally. He leads a team of more than 70,000 professionals charged with developing and delivering differentiated, innovative, and operationally excellent services to clients seeking outsourcing solutions to help them achieve high performance. Prior to assuming his current role, Campbell led Accenture's burgeoning BPO business from February 2005 to September 2006. He was previously with the company from 1982 to 1999, during which time he led outsourcing for its Resources Operating group and helped pioneer Accenture's BPO activities. He rejoined Accenture in 2005 after spending six years in various executive leadership roles in the outsourcing industry.



**WILLIAM CANFIELD**  
President  
TALX, an Equifax Business Unit

William Canfield is president of TALX Corporation, an Equifax Business Unit, and a member of the Equifax Board of Directors. Prior to the merger between Equifax and TALX earlier this year, Canfield was president and CEO of TALX. He served as its chairman from 1988, and he has been an entrepreneur since 1968, beginning his career at IBM. He started or purchased an interest in several computer-related companies and was a founder of Financial Data Systems in 1968; founder and president of Intech Group in 1980; and founder and chairman of Noetic Technologies Corp. in 1983. Canfield holds a BS from Purdue and an MBA from Washington University. Canfield was awarded the Purdue University Outstanding Electrical & Computer Engineering Award in 2005.

# 2008 HRO SUPERSTARS

## WHO'S WHO: Providers



**MICHAEL CARUSO**  
Chief Operating Officer  
ExcellerateHRO

As chief operating officer for ExcellerateHRO, Caruso has overall responsibility for all aspects of the company. He leads global planning and marketing, regional sales and delivery, business expansion, service and quality assurance, and product portfolio, including offering development. Caruso has more than 30 years of operations, information technology, and business experience. Before joining ExcellerateHRO, he was vice president and managing director for the United Kingdom's Department for Work and Pensions, one of EDS' largest clients. He joined EDS during its acquisition of The Feld Group in January 2004. Caruso is an honors graduate of the University of Florida with a bachelor's in finance. He earned a master's in management from Nova Southeastern University and has pursued doctoral studies in organization development at Benedictine University.



**TROY KANTER**  
Chief Operating Officer and President  
Kenexa

Troy A. Kanter was appointed chief operating officer and president of Kenexa in 2006 and serves on its board of directors. From 1997 to 2003, he served as the company's president of human capital management and vice president of business development. He was previously the president and co-founder of Human Resource Innovations, Inc. (HRI), which was acquired by Kenexa in 1997. Prior to HRI, Kanter worked for the Gallup Organization as the company's vice president of client services from 1990 to 1994. He is a graduate of Doane College, where he now serves on its board of trustees and also sits on the boards of a number of private companies.



**BRENNA GARRATT**  
President and Co-founder  
The Delve Group

Garratt is president and co-founder of The Delve Group, Inc., an expert in positioning and perception for business services organizations. The firm helps companies communicate their transformation both internally and externally. Garratt has been instrumental in working with senior executives to reshape and reposition their organizations, as well as invent, position, and grow new ones. She has led multi-disciplinary teams in a wide range of assignments, including corporate strategy, branding, internal communications, name development, and collateral programs.



**KATHRYN KELLY**  
Vice President  
Excellerate HRO

Kelly has responsibility for global sales, strategy and offerings, and marketing and communications. Kelly, who led the Towers Perrin team that defined how ExcellerateHRO would go to market, previously served as vice president of strategy and growth for the business. She joined ExcellerateHRO from Towers Perrin, where she developed and launched several new businesses during her 18-year career as a principal of the firm. She served two terms as a member of Towers Perrin's board of directors. She joined the firm as a founder of its Managed Health Care practice and subsequently led the mergers and acquisition business for seven years. Her most recent position was leading sales for Towers Perrin Administration Solutions in North America.



**JOHN GIBSON**  
President, HR Management  
Convergys

As the head of Convergys' HR Management business (formerly Employee Care), Gibson is responsible for meeting the company's revenue and profitability targets for this business segment. He was appointed president in August, credited with being a key contributor to the growth and establishment of the segment for Convergys during the past three years. In that time, Convergys signed new HR BPO contracts with several *Fortune* Top 500 companies, including DuPont, Johnson & Johnson, Whirlpool, and Starbucks. Prior to his appointment as president, Gibson was senior vice president of client services, responsible for managing the majority of the company's client relationships for its HR BPO transactional services. He also served as senior vice president of global operations, expanding Convergys' global HR BPO operational capabilities and infrastructure to support business growth in both the private and public sector markets. Gibson earned his bachelor's from Indiana University and participated in the Northwestern University Executive Development Program at the Kellogg School of Management and INSEAD's Advanced Management Program.



**RUTH LADNER**  
Chief Operating Officer  
Genesys

Ladner joined Genesys in 1988, and during her career with the company, she has managed application development, customer service, and professional services functions, as well as sales and marketing. In 1990, Ladner was appointed senior vice president of sales. In this capacity, she was instrumental in achieving a 103-percent increase in software sales. Furthermore, she was instrumental in the company's decision to complement its software solutions with the introduction of HR business process outsourcing services. In 2002, Ladner was appointed to her current position of COO. Prior to Genesys, she held key management positions in HR, finance, and MIS departments at the Pillsbury Company, overseeing employee benefits, HRIS, and payroll. Ladner has been a frequent speaker at meetings and annual conferences, including HRO World NY, the International Association for Human Resource Information Management (IHRIM) and its various state chapters, as well as the Colleges and Universities Personnel Association (CUPA).



**PATRICK F. GOEPEL**  
President, HR Services,  
Fidelity Investments

With more than 20 years of leadership expertise, Goepel has an extensive background in the HRO industry and significant sales, operations, and M&A experience. In his current role as president, he is responsible for operations, sales, product and marketing, and client relationships for Fidelity's HR Services business, which provides comprehensive outsourcing solutions for HR, payroll, talent management, recruitment, consulting, and comprehensive benefit management services. Previously, he was executive vice president of Fidelity HR Services Operations and Implementation, leading the operations team. Prior to joining Fidelity, Goepel was the president and CEO of Advantec, a fast-growing professional employer organization and HRO company serving small and mid-market businesses. His background also includes serving as executive vice president of Ceridian and various leadership positions with ADP. He has a degree in business administration from Marquette University.



**MICHAEL LAVINGTON**  
Chairman and CEO-Designate  
Gevity

Michael Lavington was appointed chairman of the board and CEO-designate in October following his earlier appointment as chief operating officer in the same month. He has been a director of Gevity since September 2006. Prior to joining the company, Lavington worked in executive HR roles and at the managing director level for major U.K. and U.S. corporations. He has also been a main board director of Mecca Leisure Group, a FTSE company. In the late 1980s, he was the divisional managing director of Mecca Leisure's overseas division, which included the Hard Rock Cafe Group. More recently, he was president and CEO of Resorts USA. In 2003, he became an independent business consultant and has served clients in both the U.K. and the U.S.



**PETER HART**  
President and CEO  
Rideau Recognition

Hart has been the driving force in Rideau's growth as one of North America's largest recognition and reward companies. He has been an active member of Recognition Professionals International (formerly NAER) since 2001 and currently serves on its Board of Directors. In early 2007, he pioneered the creation of the Recognition Council, a special interest group within the Incentive Management Group (IMA), which helps provide recognition best-practice guidance to all IMA members. He now serves as the acting president of the Recognition Council. Hart's latest achievement comes with Rideau's win at the Grands Prix Québécois.



**REGINA LEE**  
President, National Account Services  
ADP

Lee, president of National Account Services (NAS), a division of ADP Employer Services, leads an organization of nearly 7,000 associates providing HR, benefits, and payroll outsourcing services to the largest companies and institutions in North America. Lee has held numerous leadership positions within ADP and has a successful track record of meeting or exceeding organizational goals and objectives. Serving clients with more than 1,000 associates, NAS currently has more than 5,000 clients. It offers a broad range of HR and benefits and payroll administration services that large companies need for essential employment functions with unparalleled reliability. For fiscal year 2007, Lee and her management team focused on making NAS a one-stop shop for payroll, HR, and benefits services.



# 2008 HRO SUPERSTARS

## WHO'S WHO: Providers



**SUE MARKS**  
Chairman and CEO  
Pinstripe

A well-known pioneer of the recruitment processing outsourcing (RPO) industry, Marks has helped client organizations turn themselves into recruiting powerhouses, upgrading their talent and increasing their success in the market. She is the founder of Pinstripe, a privately held Recruitment Process Outsourcing (RPO) firm focused entirely on talent acquisition and management issues critical to corporate executives. Marks received her BS in business administration from Marquette University, where she recently received Marquette University College of Business's Entrepreneurship Award, and is an annual participant in YPO's prestigious Executive Education Program at Harvard's Graduate School of Business.



**DIANNA SHEPPARD**  
President  
Advantec

Sheppard has more than two decades of leadership experience. She is a former senior vice president, sales and partnership management, for Ceridian. Sheppard directly managed a team of more than 1,000 employees within her division, which included sales, account management, and implementation, and managed plans resulting in record retention of both employees and customers. In addition to the many years she served in high-level positions in the HRO industry, Sheppard has personal experience as a business owner and entrepreneur, which is significant to her proven ability to understand and meet client expectations. Sheppard has been active in many community organizations and served on the Board of the American Youth Soccer Organization. She is certified in Six Sigma practices.



**KAY MASON**  
President  
Northgate HR, U.S.

As the recently appointed president of Northgate HR, U.S., Mason guides the company as it expands its presence in the world's largest outsourcing market, leveraging her past successes managing Northgate's Moorepay division in the U.K. Mason has been in the IT industry for 27 years and previously served as managing director of Moorepay, a division of Northgate Information Solutions. At the business unit, she led a team of approximately 500 people based in six locations. Prior to joining Northgate, she spent eight years in various sales leadership roles in IBM's software business. Before IBM, she held various sales management roles at Racial Network Services, RM PLC and Digital Research.



**BARBARA SHERIDAN**  
CEO  
HR XCEL LLC

Barbara Sheridan has more than 20 years of experience in the HR field and has a unique perspective on the rapidly growing HRO industry. She spent more than 18 years working as an HR professional in various industries across the country in positions of increasing responsibility. She then created a unique HRO model to address the needs of mid-to-large size companies. She has strong expertise in HRO, benefits administration, employment, compensation, recruitment, retention, liability management, policy development, mergers and acquisitions, and account management.



**JEFF MILLER**  
President  
Outsourcing, Mercer

As president of outsourcing, Miller leads the global provider's offerings of complete outsourcing solutions for defined contribution and defined benefit plans, health and benefits administration, absence management administration, and business process outsourcing for HR services. Miller has more than 20 years of global experience in financial services, including retirement services, asset management marketing and sales, operations, and technology. He has held executive level positions at leading financial services firms including Smith Barney and Putnam Investments. He graduated from Boston University School of Management and American University School of Law.



**MICHAEL E. SMITH**  
Senior Vice President of Marketing  
TALX

Smith is responsible for marketing, sales force automation, and marketplace research, as well as serving on the TALX Executive Committee. He began his TALX career when the company was first launched, and he has led the marketing team at TALX since 1990. Drawing on more than 20 years of industry experience, he has spoken at numerous workshops and has participated on HRO World, APA, IHRIM, and IQPC panels on the topic of outsourcing. He is a co-author of "21 Tomorrows: HR Systems in the Emerging Workplace of the 21st Century" and has also written several articles on outsourcing and self-service applications in HR, payroll and benefits. Smith is a graduate of Southeast Missouri State University.



**JAY RISING**  
President, HRO  
Hewitt Associates

Jay Rising joined Hewitt in May as president of the company's HRO business. He has full P&L responsibility for outsourcing and the 17,000 associates supporting the company's benefits outsourcing and HRO clients globally. He was most recently president of field operations at RightNow Technologies, where he was responsible for global sales, marketing, and consulting operations. He spent nearly 10 years at ADP in a number of senior positions, the last as the president of the National Accounts Division—Employer Services. There, he was instrumental in increasing revenues and improving operating margins. In this role, Rising was responsible for creating a new sales model for core and new products, moving core platforms to web/hosting, rolling out new standalone products, and creating strategic alliances.



**DANIEL SOLOMONS**  
President and CEO  
Hyrian

Hyrian and Solomons celebrated the company's 10th anniversary this year—a decade of the Los Angeles-based provider serving the *Fortune* 500 market. In recent years, Solomons led his company to introduce new services to the small and mid-size market through Hyrian's new OnDemand division. Earlier this year the company expanded with the opening of a New York office, growing Hyrian's footprint to the East Coast in addition to existing offices on the West Coast and in the Midwest. A native of London, Solomons received his BA in political science and business administration from the University of California, Riverside.



**MARY SUE ROGERS**  
GM, Global HR and Learning Business  
Transformation Outsourcing  
IBM

In her role as GM, Rogers focuses on working with multinational clients from the industrial, financial services, and distribution sectors. Her experience of working with global organizations has also led to her developing a specialty in driving cross-cultural change and transformation. Prior to this role, she held senior positions in HR within IBM, including six years as the global leader of HCM consulting. She has worked in business and consulting dealing with key HR issues such as the maturing workforce, workforce management, performance management, and talent development.



**KEITH STRODTMAN**  
Senior Vice President and General Manager, HRO  
Ceridian

Strodtman has 17 years of experience in business process outsourcing, HR services, product management, and finance. He has been involved in HR BPO since its pioneering days more than 10 years ago. As GM of Ceridian's HRO business, he oversees delivery of HR, payroll, and benefits administrative services to clients. Strodtman also drives the development of HRO services and delivery capability and is accountable for ongoing service provisions. Under his leadership, Ceridian was the first mid-market provider to establish HRO as a dedicated business unit. Prior to leading the HRO business, he was vice president of revenue management at Ceridian with responsibility for leading revenue generation programs and the pricing organization.



**SHELDON SCHUR**  
Vice President/General Manager  
Manpower Business Solutions

Schur is responsible for the leadership and direction of MBS operations, concentrating on growing recruitment process outsourcing and expanding Manpower's other outsourcing solutions. Under his direction, MBS has established itself as a major player in the RPO space, leveraging the company's existing global reach and current portfolio of more than \$100 million in annual RPO revenues. Schur came to Manpower in 2006 from Comsys/Metamor, an IT staffing and consulting firm, where he was senior vice president—Midwest. During his seven-year tenure, Schur drove profitable growth and was responsible for record-setting sales. Schur graduated from the University of Iowa with a bachelor's in business administration/marketing.



**TERRY TERHARK**  
President  
The Right Thing

Terhark set out to develop a company that listens to, explores, and addresses the individual needs of each RPO client. With his 20-plus years of experience in the recruitment industry, Terhark emphasizes individual attention and customized service to produce results clients expect when engaging in RPO. He personifies his mantra and company namesake, "Do the right thing and good things will happen," setting the tone for the company's values, ethics, and culture. Since its inception in 2003, The Right Thing has experienced significant growth in both revenues and number of employees and looks to continue that trend for the foreseeable future.

# 2008 HRO SUPERSTARS



## ADVISORS & OPINION LEADERS

This group of 20 thought leaders and advisors boasts centuries of collective smarts that they fortunately share with the rest of us, enabling the industry to continuously mature and grow. More than anything, they help to accelerate the market in a way that buyers and providers are unable to accomplish on their own.

SUPERSTAR	ORGANIZATION	TITLE	WHAT MAKES THEM SHINE SO BRIGHT
Chuck Allen	HR-XML Consortium	Director	Bringing together HR technology one byte at a time
Monica Barron	Everest Group	VP of Research	Ascending the HRO industry at Everest
Bill Bierce	Bierce & Kenerson	Partner	Coxswain of the BPO legal rowing team
Naomi Bloom	Bloom & Wallace	Managing Partner	Most sought-after HR technology consultant
Rosemary Collins	TPI	Partner and Practice Leader, HR Advisory Services	The matriarch of TPI's HRO brain trust
Richard Crespin	HROA	Global Executive Director, HROA; Chairman & CEO, SharedXpertise	The glue that holds the HRO industry together
Glenn Davidson	EquaTerra Public Sector	President	The ultimate insider when it comes to public sector HRO
Paul Davies	Debunk It	Principal	Driving European enterprise-level HRO
Mark Dzialga	General Atlantic	Managing Director	HRO, FAO, and BPO's very own rock-star analyst
Scott Gildner	TPI	Partner & President, TPI North America	TPI's point man on all things BPO
John K. Halvey	Milbank, Tweed, Hadley & McCloy, LLP	Partner-Strategic Sourcing and Technology	Wrote the book on BPO (literally)
Mark Hodges	EquaTerra	Exec. Director, Corp. Development	Visionary leader of market-leading sourcing advisors
Michel Janssen	The Hackett Group	Chief Research Officer	Keeper of the Big Book of Numbers
Barbara Melby	Morgan Lewis	Partner	Speaks softly but carries a big legal stick
Lisa Rowan	IDC	Program Director, HR and Talent Management Services	Putting numbers on HRO best practices
Michael Stephan	Deloitte Consulting	Principal, HR Transformation Practice	Helping HRO buyer grow lean and mean
Akiba Stern	Morgan Lewis	Partner	HRO law's biggest brain
Mark Toon	EquaTerra	Co-founder and CEO	Operational head of revolutionary lifecycle sourcing concept
Joe Vales	Vales Consulting	Partner	The patriarch of HRO
Atul Vashistha	NeolT	CEO	Services globalization's favorite spokesperson

# 2008 HRO SUPERSTARS

## WHO'S WHO: Advisors



### CHUCK ALLEN

Director, HR-XML Consortium

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



### MONICA BARRON

Vice President, Research  
The Everest Group

A former *HRO Today* Superstar while at provider Accenture, Barron earlier this year joined sourcing consulting firm Everest as vice president of research. She has more than 15 years of experience in HR management, HRIS, and HRO from both buyer and supplier perspectives across a range of industries. At Accenture HR Services, she was responsible for business development and global sales planning and strategy. Prior to Accenture, Barron held leadership roles at Mellon Financial, AMR Research, SAP, and Fidelity Investments. She holds both a BA and an MBA from the University at Albany, New York.



### BILL BIERCE

Partner  
Bierce & Kenerson

Bierce is an internationally recognized BPO lawyer based in New York City. He is the founder and a senior lawyer of Bierce & Kenerson, P.C., a corporate and technology law firm. Bierce is also editor-in-chief of *Outsourcing Law & Business Journal*, a monthly e-letter, and [www.outsourcing-law.com](http://www.outsourcing-law.com), the premier web site for executives and in-house lawyers on outsourcing practices. Bierce graduated from Yale University, University of Grenoble School of Law, and NYU School of Law. Bierce has advised HRO industry stakeholders in the U.S., Europe, and Asia on a number of areas, including Sarbanes-Oxley and financial transactions in industries such as IT, telecommunications, publishing, healthcare, energy, and others. He is a regular columnist for *HRO Today* and has been quoted in publications such as the *Wall Street Journal*, the *New York Times*, and *VC Magazine*.



### NAOMI BLOOM

Managing Partner  
Bloom & Wallace

Bloom is the most recognized consultant and thought leader in the HRMS industry. Her focus is on the application of IT to achieve breakthroughs in business outcomes and efficiency, and on the related business, technology, and investment strategies of end-users, HRM software vendors, HRM outsourcing providers, and investment firms that participate in this industry. A frequent speaker, author, and advisory board member, Bloom, who received her MBA from Boston University, received IHRIM's Summit Award in 1995 for her contributions to the industry. She is a regular columnist for *HRO Today* and has won numerous recognition from industry groups and participates in a number of trade association activities.



### ROSEMARY COLLINS

Partner and Practice Leader, HR Advisory Services  
TPI

Collins provides clients with support throughout the HRO lifecycle by offering strategy and expert advisory services in sourcing assessment, service provider selection, engagement, implementation and ongoing service provider management. She is responsible for ensuring that TPI's clients receive the most comprehensive advisory services available. In addition, Collins manages a team of advisors and has the overall responsibility for the HR practice's entire suite of intellectual property, including the consulting tools and templates used in the provision of services to clients. She has participated in more than 100 various client assignments for more than 40 organizations and managed several of the most complex HR multi-function outsourcing engagements implemented in the industry.



### RICHARD CRESPIN

Global Executive Director, HROA;  
Chairman & CEO, SharedXpertise

Crespin is the chairman of SharedXpertise LLC and the CEO and co-founder of The Delve Group, Inc. SharedXpertise helps organizations share their expertise through research, education, online and offline networking, information portals, and associations in HR, finance, procurement, real estate and other business functions. The SharedXpertise Forums (formerly the SBPOA) include the HROA and the SharedXpertise Finance Forum, and the SharedXpertise Shared Services Forum.



### GLENN DAVIDSON

Managing Director  
Public Sector, EquaTerra

Davidson has been both a public-sector buyer and commercial provider of IT/telecommunications and business process management-related services during his 30+ year career. His public sector roles have included: chief of staff to a governor of Virginia, executive vice president and COO of a high-tech industry association, and legislative director to an Ohio congressman. Davidson also spent significant time in the commercial sector—both as a consultant and as a provider of services and solutions. He was an officer of Accenture HR Services and, before that an officer of Viatel, a European provider of broadband services. He is the chairman emeritus of the HROA, a prolific author, and noted speaker on the topic of HR and IT transformation.



### PAUL DAVIES

Principal  
Debunk It

Davies is an independent advisor in HR services and outsourcing. He has two decades of experience in labor relations and HR management in North America and Europe, the majority of this time spent in senior global and regional roles at General Motors. Before launching Debunk GmbH in July 2005, he was responsible for HR outsourcing and transformation efforts at GM Europe and has, as a practitioner, been at the operational end of HR outsourcing since 1997. Debunk GmbH aims to bring hard-earned, practical contributions to every stage of the HR transformation process. He is also a regular columnist for *HRO Today*.



### MARK DZIALGA

Managing Director  
General Atlantic

Dzialga leads the firm's investment efforts in the enterprise solutions sector and is a member of the firm's executive committee as well as the vice chairman of the investment committee. He has been a director of numerous public and private companies, including Exult, Daksh, Talus, MultiPlan, and UPromise. He is currently a director of Emdeon Business Services, Genpact, Schaller Anderson, Hexaware Technologies and Webloyalty. Prior to joining General Atlantic in 1998, Dzialga was the co-Head of the High Technology Merger Group at Goldman Sachs, where he advised many of the firm's technology clients on mergers, acquisitions, and restructurings. Dzialga has a BS from Canisius College and an MBA from the Columbia University Graduate School of Business. As the head of GA's enterprise solutions sector, he oversees the most extensive portfolio of BPO companies in the private equity sector.



### SCOTT GILDNER

Partner and President  
TPI North America, TPI

Gildner is responsible for the delivery of all of TPI's services in North America, including not only HR, but also IT, finance and accounting, procurement, and CRM. His knowledge derives from practical experience assisting global organizations in the selection and implementation of HR sourcing solutions. Throughout his career, Gildner has assisted large, multinational organizations implementing business process service offerings. Prior to joining TPI in 2005, He managed his own HR outsourcing firm which he founded in 1997, leveraging his experience as a benefits outsourcing pioneer and executive. He has helped more than 50 *Fortune* 200 clients with their HRO strategy development and has been personally involved in more than 300 client engagements related to assessing, implementing, or managing outsourcing relationships, including the negotiation of more than 100 separate outsourcing agreements covering more than \$3 billion of contracted services.



### JOHN K. HALVEY

Partner-Strategic Sourcing and Technology,  
Milbank, Tweed, Hadley & McGloy, LLP

Halvey practices in all areas of technology and sourcing law, with particular emphasis on information technology and business process outsourcing and private equity transactions involving technology or sourcing companies. He has represented companies in many of the largest technology, telecommunications, and business process outsourcing transactions. His work in these areas has been the subject of articles in *Forbes*, *Information Week*, *Computer World*, *CIO Magazine*, *The Daily Deal*, and *Venture Capital Journal*. Halvey has for many years been ranked by *Chambers and Partners* as one of the world's leading IT and outsourcing lawyers and was the only lawyer in the U.S. to be ranked a "Star Performer" in the outsourcing industry in 2005, 2006, and 2007. In 2006, Halvey received the Chambers Shield of Excellence as the Outsourcing Attorney of the Year and as the HR Outsourcing Attorney of the Year by the HROA. His latest book, "Business Process Outsourcing Transactions: Process, Strategies and Contracts," was published in 2000. He is a graduate of Tufts University, Emory University School of Business, and Emory University School of Law.

# 2008 HRO SUPERSTARS

## WHO'S WHO: Advisors



**MARK HODGES**  
Executive Director, Corporate Development  
EquaTerra

Hodges is a co-founder of EquaTerra and considered a leading authority on BPO and HRO. He authored the very first market research report on BPO in 1989, is a highly sought-out industry thought leader, author and speaker, and sits on all of the major BPO industry associations and standards boards. He has led and continues to lead major engagements in BPO and HRO, including Marriott, DuPont, Delta Air Lines, Unilever, TXU, Chevron-Texaco, Williams Companies, Whirlpool, and many other corporations. Hodges has assisted more than 75 corporations in the assessment and improvement of their SG&A functions via BPO, HRO, and shared services. He has been named an HRO Advisor Superstar five years in a row and in 2005 was named the HROA's Sourcing Advisor of the Year. He was a founding executive of Exult Inc., the world's first HRO provider, where he headed corporate development, strategy and marketing during its inception, start-up, and growth phases.



**MICHEL JANSSEN**  
Chief Research Officer  
The Hackett Group

Janssen has global responsibility for analysis, thought-leadership, and research activities for The Hackett Group. In addition, he leads the firm's efforts in advising clients on world-class sourcing and outsourcing. During a career spanning more than two decades in outsourcing leadership positions, he has been a major contributor to the industry's development and has designed strategies for creating effective relationships between service organizations and their clients in a wide cross-section of industries and business processes. He is a widely published author and frequent presenter at industry forums all over the world. Prior to joining The Hackett Group, Janssen was the president of Supplier Solutions for Everest Group, a consultancy specializing in strategic, management, and transactional advice to buyers and suppliers of outsourcing services. In that role, he conducted 200 supplier briefings annually and then leveraged that knowledge of the supplier's strengths, together with market insight, to create greater collaborative strategic alignment between supplier solutions and buyer objectives in Everest consulting engagements.



**BARBARA MELBY**  
Partner  
Morgan Lewis

Melby is a partner in the Global Outsourcing Group and represents a diverse client base, including those in the life sciences, consumer goods, health, and retail industries. One of the leading outsourcing attorneys in the U.S., she co-authored two of the seminal works in the outsourcing field, "Information Technology Outsourcing: Process, Strategies, and Contracts" and "Business Process Outsourcing: Process, Strategies, and Contracts." Melby was recently recognized by Chambers USA as one of the nation's leading lawyers for business process outsourcing. Named the HROA's Attorney of the Year, she represents a large and diverse client base in the life sciences, financial institution, health, and retail industries. Most recently she completed a groundbreaking, global multi-tower business process outsourcing (BPO) transaction for a leading pharmaceutical company, a large offshore outsourcing transaction for a major insurance company, a financial and accounting services outsourcing (FAO) transaction for a major pharmaceutical company, and an HRO transaction for a large services provider.



**LISA ROWAN**  
Program Director,  
HR and Talent Management Service  
IDC

In her role at IDC, Rowan provides expert analysis focused on business services addressing HR and talent-related process issues such as HR consulting, processing services, and business process outsourcing (BPO) services; and HR IT services, such as systems integration and IT consulting. For the 10 years prior to joining IDC, she held business development, product management, and marketing positions in the HR software and services markets. Rowan held director positions in both business development and marketing within Genesis, a provider of human capital management software and services based in Methuen, Mass. Prior to Genesis, she held positions in both technical marketing and IT at Digital Equipment Corporation. As a result, she has gained a depth of experience with both core HR and talent-related services. Rowan is an active member of a number of HR organizations and serves on the board of directors for the New England Chapter of IHRIM (International HR Information Management society). She is frequently invited to present her industry knowledge and views at industry events and to the press. Rowan holds a masters in business with a specialization in marketing and product management from the University of Southern New Hampshire.



**MICHAEL STEPHAN**  
Principal, HR Transformation Practice,  
Deloitte Consulting

As a principal in Deloitte Consulting's HR Transformation practice, Stephan helps companies develop and integrate HR service delivery models with technology and outsourcing solutions. His global consulting experience traverses the HR landscape and includes shared services design, portal design and development, business case development, and enterprise transition and change management. Stephan was instrumental in helping CIGNA successfully implement its HRO deal. He received a bachelor's in marketing and business administration from Albright College.



**AKIBA STERN**  
Partner  
Morgan Lewis

Stern represents institutions and other customers in outsourcing and other significant and "one-off" technology-enabled business transactions, as well as electronic commerce, technology transfers, licensing, intellectual property, and joint ventures. The Chambers Leading Lawyers guides commented that with his "long track record" in the outsourcing field, the "smart and savvy" Akiba Stern is "well-known and respected" for his outsourcing work and has "incredible market knowledge." Stern is a member of the board of directors for the Human Resources Outsourcing Association along with a small group of other industry leaders.



**MARK TOON**  
Co-founder & CEO  
EquaTerra

Toon has nearly two decades of expertise in advising global corporations on the successful transformation and improved delivery of their IT and business processes via insourcing and outsourcing. Under his leadership, EquaTerra focuses on providing clients with sustainable value from their sourcing initiatives, as opposed to quick fix solutions. A bona fide BPO pioneer, Toon in 1996 co-founded and was CEO of SourceNet Solutions. Prior to forming EquaTerra, he was a partner with TPI. Earlier in his career, Toon spent nine years at Andersen Consulting/Accenture, helping Global 2000 companies improve their business processes. His thought leadership has been highlighted in trade and business publications including *BusinessWeek*, *Financial Times*, *Business Finance*, *Computer Weekly*, *FAO Today*, and *HRO Today*. He has been named an *HRO Today* Superstar for four years in a row.



**JOSEPH VALES**  
Partner  
Vales Consulting

Vales is the recognized marketing guru of the BPO industry. He is the founder and senior partner of U.S.-based Vales Consulting Group, which focuses on helping clients build businesses that seek to dominate markets or market segments. Vales is known for building brands that shape markets for years to come. He recently formed Vales Advisors, which works with investment bankers, private equity firms, corporate buyers, sellers, and individual investors to provide strategic business advice on their mergers, acquisitions, joint ventures, partnerships, and other transactions to maximize shareholder value. Vales Advisors, LLC is currently involved in several transactions in the ITO, software, and BPO marketplace.



**ATUL VASHISTHA**  
CEO  
NeoIT

Vashistha is the co-author of "The Offshore Nation," which details the strategies for leading companies to succeed in offshore outsourcing. He is a leading authority on globalization and outsourcing. Wall Street analysts, Global 2000 executives, and top business journalists regularly seek his opinion on key topics related to services globalization. He serves on the boards of advisors at the Center for Services Leadership at Arizona State University, Ferno Inc., and the software division of the Information Technology Association of America (ITAA). His passion for economic development has attracted him to support the non-profit Arkansas Rural Sourcing Inc., where he serves as a board member, and also global non-profit network of entrepreneurs, TiE, Silicon Valley, where he is a charter member.