

SUPERSTAR BUYERS

This year's 46 buyers include those with full, end-to-end contracts that span payroll, benefits, HR administration, and other services as well as buyers who have implemented significant point solutions that include recruitment, learning, benefits administration, SaaS and additional solutions.

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
Aziz Chowdhury	Owens-Illinois (formerly)	Vice President Global Talent Manager	Bringing cutting-edge RPO to an old-line business
Chris Collins	Delta Air Lines	Director, HR-BPO	The airline's wingman on outsourcing
Cheri Cruse	Allison Transmission, Inc.	Manager, HR Policy Development and Admin	Oversaw company's smooth shift to RPO
Max Davis	Raytheon	Sr. Manager, Talent Acquisition and Corporate HR	Keeps outsourcing innovation on the move
Rita Ennis	PHH Arval	Senior VP, HR	Keeps company rolling through Ceridian contract
Ken Erffmeyer	Thomson-Reuters	VP, Human Resources	A well-informed HRO Buyers' Group member
Andy Goodman	CA	Executive VP, HR	Reinventing HR at CA through outsourcing
Dominique Grau	Agilent Technologies, Inc.	VP-Compensation, Benefits, and HR Services	HR BPO buyers clubber
Tammy Grisham	GE Money	Manager, Talent Acquisition	Putting smart money on RPO
Steve Grossman	Strategic Restaurant Franchise Acquisition Corporation	CFO	For implementing an innovative HR program to help staff restaurants damaged by Hurricane Katrina
Tom Guckert	Freescale Semiconductor	Senior Vendor Manager, HR Operations	Computing the gains from HRO
Roger Harrison	GSK	VP, BPO Service Delivery	Found that HRO was the prescription for HR woes
Albert Hawkins	State of Texas	Executive Commissioner, HHSC	Corralled state spending by outsourcing
Marissa Hedengren	Prudential	VP, HR Technology and Service Delivery	HR BPO buyers clubber
Ellen Hirsch	Grainger	Director of HR	Raving fan of RPO
Melody Jones	Corporate Executive Board	Chief Human Resources Officer	Takes a leap into multinational RPO
Sreekanth K	CA	VP of Global HR Operations	Oversees HRO and RPO engagement at CA
Lisa Knutson	E. W. Scripps	VP of HR Operations	Spells HR transformation using three letters: HRO
Sreeni Kutam	Medco	Senior Director of HR Operations	Jumped ship from Hewitt to help with Medco's HRO initiative
Scott Lacy	International Paper	Director of HR Operations	Holding together the fibers of HRO at IP
Michael Lapetina	Unisys	VP of HR Client Services	HR BPO buyers clubber
Ernest Lareau	DuPont	HR Director, Portfolio and Program Management	DuPont's point man on the HR BPO Buyers' club
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
Kim Martin	GE Healthcare	Global Talent Acquisition Leader	Imagination at work to make RPO a reality at GE Healthcare
Anne May	Siemens Shared Services	Program Manager, Relocation	Started Siemens relocation department and then outsourced services
Shannon McFayden	Wachovia	Head of HR and Corporate Relations	Deposited the bank's HR headaches with Hewitt
Anka Milin	Sony BMG Music Entertainment	VP Benefits, Compensation, Payroll and HR Systems	Adopting an outsourced SaaS model was music to Sony's ears
Steve Mirante	CBS Corp.	Senior VP of HR Specialty Services	Broadcasting the success of HRO to fellow HR leaders
John Murabito	CIGNA	EVP, HR and Services	Helping the Tree of Life Company establish roots in HRO
Rose Patten	BMO Financial Group	Senior EVP, HR and Head of Office of Strategic Management	Master of cross-border HRO
Denise Peppard	Wyeth	Senior VP, HR	Wyeth dost thou outsource benefits? For an integrated solution
Karin Princinvalle	Medco	Senior VP, HR	A prescription for HR transformation
Sekhar Ramaswamy	Prudential Financial	VP, Planning and HR Services	HR BPO Buyers clubber
Margaret Smith	Microsoft	Director, Relocation Services	Maintaining a window to outsourced relocation services
Robert Spencer	Entergy	Director, Talent Management and Inclusion	Found a single RPO provider to serve Entergy's three personalities
Cathy Taylor	Agilent Technologies	HR Manager	Agilely revitalized company's global mobility program
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
Dan Wild	JT3	CFO and Senior VP	Kudos for improving customer service after outsourcing to ADP
Kim Wipf	AstraZeneca	Executive Director, Global Recruitment	Striving for RPO on a global basis



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.



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.



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.



CHERI CRUSE
Manager, HR Policy Development and Admin
Allison Transmission

Cheri Cruse was instrumental in implementing a full-life-cycle RPO plan for Allison Transmission. As a General Motors spin-off company, Allison did not possess the internal talent resources needed to deliver quality hires. With critical time requirements and global needs, Cruse knew RPO was the solution to ensure Allison's success with this challenge.



PETER AU-YANG
Senior Vice President, 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.



MAX DAVIS
Senior Manager, Talent Acquisition and Corporate HR
Raytheon

Max Davis challenged relocation provider Cartus—and itself—to come up with an innovative solution for its mobility program. Under his watch, industry-leading best practices have been developed and implemented (e.g., performing detailed relocation needs analyses for candidates at job fairs, and Six Sigma methodologies put into place to improve activities associated with destination services, temporary housing, and payroll) and specific relocation-related processes (e.g., expedited household goods shipments and a lump-sum payments program) have been improved significantly, resulting in savings in both dollars and cycle times. A graduate of University of Texas, Austin, he was previously a mechanical engineer with Texas Instruments. He graduated with a degree in mechanical engineering.



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 Convergys.



RITA ENNIS
Senior Vice President 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.



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 Convergys. 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.



KEN ERFFMEYER
Vice President, HR
Thomson Reuters

Since 2003, Erffmeyer 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 B.S. degree from Calvin College.



AZIZ CHOWDHURY
Senior Vice President, Global HR
Formerly Owens-Illinois

As a former vice president and global talent manager, Azi Chowdhury's vision for Owens-Illinois integrated a complete change management for an old-line company. His forward thinking led him to a recruitment process outsourcing solution. With annual hiring needs of more than 800 in North America, he looked to an efficient, quality-driven RPO partner in Adecco to assist the company with its talent needs.



ANDY GOODMAN
Executive Vice President, HR
CA

After three years as senior vice president of HR at CA, Goodman was named executive vice president for his leadership at the software maker. Before joining CA, Goodman was first vice president of global technology group human resources at Merrill Lynch & Company. Prior to his tenure at Merrill Lynch, he was with Bankers Trust Company, where he was vice president of financial services operations and technology human resources. Previously, he gained extensive professional services experience as director of northeast region, management consulting human resources at Ernst & Young. As a manager with General Electric Company, his responsibilities included recruitment and staffing of information technology professionals.



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 a one-to-one relationship with a truly global provider to enable even more seamless services to employees and managers.



MARISSA HEDENGREN
 Vice President, HR Technology and Service Delivery
 Prudential Financial

Marissa Hedengren has been managing one of the industry's most successful and tenured HR outsourcing relationships since its inception in 2002. Through the early transition and stabilization phase into today's period of continuous change, she has effectively navigated in an immature industry in order to realize the value of this relationship. She is often sought after by other buyers to share experiences and tips on how to work effectively with providers. As one of the original members of the HRO Buyers' Group and current member of its leadership committee, she has been quietly helping to advance the HRO industry.



TAMMY GRISHAM
 Manager, Talent Acquisition
 GE Money

In 2000, GE Money Americas (formerly GE Consumer Finance), a leading provider of banking and credit services, had staffing challenges common to many large organizations: a decentralized staffing process, inconsistent interview practices, and variable candidate quality from a small number of colleges. Moreover, the (exempt) cost per hire averaged more than \$9,000, and the time to fill a position typically exceeded three months. Tammy Grisham, a 15-year veteran of the company, leveraged an RPO relationship with KellyOCG to achieve year-over-year cost reductions (\$2 million in 2007) while continuing to manage a best-in-class staffing process.



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.



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.



MELODY JONES
 Chief Human Resources Officer
 Corporate Executive Board

As the top HR executive at this global company, Melody Jones early on embarked on a strategic plan to improve the quality and retention of critical talent within her company's sales organization globally. In engaging in a full-life-cycle recruitment process outsourcing engagement with Adecco that spans the U.S., U.K., Australia, and India, Jones demonstrated courage and faith. Her conviction also required a large measure of confidence, expertise, and tolerance for change. She was previously the global head of HR at T. Rowe Price and at Aon Corporation. She is a graduate of Southern Illinois University, Carbondale.



TOM GUCKERT
 Senior Vendor Manager, HR Operations
 Freescale Semiconductors

Tom Guckert, senior vendor manager, HR operations, at Freescale Semiconductor, has been instrumental in making its HRO contract with ACS a true partnership. He leads the global governance of the engagement for Freescale, assuring alignment across the regions, driving communication, setting high operational expectations, and operating from a basis of trust. He keeps ACS informed of changes to business conditions and strategy to ensure the provider can meet its needs. A graduate of Penn State and University of California, Santa Barbara, he was previously an HR operations and project manager at Motorola, which had spun off Freescale.



SREEKANTH K
 Vice President of Global HR Operations
 CA

As the person responsible for day-in, day-out oversight of CA's HRO deal with NorthgateArinso and its RPO deal with CDI, Sreekanth K ensures that the global software maker, which has a large workforce in India, receives outstanding services from its vendors. K has been instrumental in ensuring that NorthgateArinso not only delivers to contracted service levels, but he constantly pushes the vendor to further offer up value through meaningful reporting, continuous process improvements, and cost containment.



ROGER HARRISON
 Vice President, BPO Service Delivery
 GSK

As vice president for BPO service delivery, GlaxoSmithKline's Roger Harrison is responsible for directing the company's HRO vision, and his successful involvement in the early stages of HR BPO within GSK led to his position and responsibilities today at the pharmaceutical giant. In 2007, the company consolidated all of its HRO services to ACS in a 10-year, \$171 million contract, which covered payroll, benefits administration in the U.S. as well as employee and manager self-service portals and integrated online tools for several HR processes across U.S. and U.K. businesses. Harrison has full responsibility for governance of the large contract, which expires in 2017.



LISA KNUTSON
 Vice President of HR Operations
 E. W. Scripps

One of the leading buyer voices in the mid-market, Lisa Knutson led her company's charge into comprehensive outsourcing through its contract with ADP. As the inaugural chairwoman for the Mid-Market Special Interest Group within the HRO Association, she is seen as one of the pioneers in this emerging segment. In that role, she is helping the industry to better define the mid-market, develop solutions specifically aimed at HR organizations that serve between 3,000 and 15,000 employees, and encourage greater collaboration among all industry stakeholders. Knutson, a graduate of Miami University, was previously vice president of HR operations at Fifth Third Bank and director of audit operations at Andersen.



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.



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.



SCOTT LACY

Director of HR Operations
International Paper

Scott Lacy, director of HR operations, has served as a strong liaison between International Paper and Hewitt Mobility, its outsourced relocation services provider. He provides Hewitt with operational latitude and flexibility to meet IP's objectives. His strong communication skill set has proven valuable in the joint HR relationship. As a liaison, he is effective in reaching within the IP organization to vet ideas and decisions and provide corresponding feedback or direction to the mobility operations staff. International Paper is one of the pioneer buyers of HR services, outsourcing a variety of functions to provider Hewitt.



MICHAEL LAPETINA

Vice President of HR Client Services
Unisys

Mike Lapetina, vice president of HR client services, has served as a constructive, team-oriented leader for the relationship between Unisys and Hewitt, its outsourced HR services provider. His ability to be a strategic leader for the relationship, in which guidance and coaching are offered to both the Unisys and Hewitt teams, has positively influenced the solidity and growth of the outsourcing relationship. Lapetina also serves on the Buyers Group, which helps the industry accelerate service delivery among large enterprise buyers. He is a graduate of Northern Illinois University, College of Business.



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 35 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.



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.



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.



KIM MARTIN

Global Talent Acquisition Leader
GE Healthcare

Kim Martin is the global head of talent acquisition for GE Healthcare and is responsible for delivering best-in-class talent identification, acquisition, and recruitment process excellence worldwide. She leads a team of four global talent acquisition leaders and 11 talent acquisition regional champions who develop, implement, sustain, and continually improve the identification, recruitment, and selection of more than 8,000 internal and external hires across 62 countries. She has a B.A. and an M.A. from the University of Illinois, Urbana-Champaign.



ANNE MAY

Program Manager, Relocation
Siemens Shared Services

Anne May is responsible for managing more than 1,000 domestic and international corporate relocations annually for multiple Siemens operating companies. May joined Siemens in 2002. Before that, she was president of Relocation Gatekeeper, Inc. for three years. The company was established as a management consultant firm, working with Siemens Operating Companies to enable the global enterprise to leverage spend in relocation and create a shared environment for relocation management. The success of the project led to the creation of the relocation department within Siemens Shared Services.



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.



ANKA MILIN

Vice President Benefits, Compensation, Payroll and
HR Systems
Sony BMG Music Entertainment

Anka Milin recently led her team through the rapid implementation of Ultimate Software's UltiPro delivered through software-as-a-service (SaaS), reducing costs, improving efficiencies, and enhancing her team's strategic contributions to the organization. Switching from an enterprise resource planning solution to Ultimate Software's SaaS delivery model, Milin's HR and payroll team no longer needs to rely on internal IT resources to support their HRMS.



STEVE MIRANTE

Senior Vice President of HR Specialty Services
CBS Corporation

Although CBS has a long and established cultural history, its current corporate structure is less than two years old and comprised of a diverse employee population created from legacy companies located around the world. Steve Mirante, the senior vice president of human resources specialty services for CBS Corporation, oversees all HR functional expertise within the company's compensation, benefit, and HRIS functions. These functions support a participant population of approximately 20,000 active employees and 80,000 legacy, inactive employees. He also oversees the company's outsourcing contract with benefits provider Mercer.



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.



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.



DENISE PEPPARD
Senior Vice President
Wyeth

Since taking on her new role with Wyeth at the beginning of 2008, Denise Peppard has redefined the role of HR in the company through an increased focus on quantifiable and core business goals. One way in which she has achieved this was by making the decision to outsource Wyeth's benefits program; it had handled all HR functions in-house. Faced with multiple benefits programs and a mounting administrative workload, she and her team found that they were spending more time on tactical issues instead of working at the 20,000-foot level on larger strategic initiatives, which were key to the company's continued success. What resulted was the creation of an administrative solution that integrated the company's retirement, health and benefits, call center, and absence management functions.



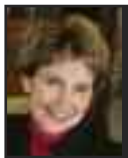
KARIN PRINCIVALLE
Senior Vice President, HR
Medco

After joining Medco in May 2001, Princivalle helped the company prepare for its spin-off from Merck. She has more than 27 years of experience in global HR management. She joined Medco from TradeOut.com, an online 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 B.S. in personnel and labor relations from LaSalle University and her M.A. in Industrial Relations from St. Francis College.



SEKHAR RAMASWAMY
Vice President of HR Planning and
Administrative Services
Prudential Financial

As vice president of HR planning and administrative 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.



MARGARET (PEGGY) SMITH
Director, Relocation Services
Microsoft

Smith has responsibilities that include design and implementation of the Microsoft global program strategy for permanent and assignment relocation, management of the Microsoft Relocation Center of Excellence Operation, and evaluation of all relocation policies. Smith is a graduate of Seattle University with a degree in marketing. She joined Microsoft in 1997.



ROBERT SPENCER
Director, Talent Management and Inclusion
Entergy

As director of talent management and inclusion at Entergy, Robert Spencer faced a unique challenge. The company was evolving into three separate entities, with each requiring different talent solutions. His strategic thought process of the talent requirements led him to recruitment process outsourcing for this considerable task. Spencer knew an RPO provider could offer Entergy solutions to its on-going talent needs and deliver quality hires in a timely manner. As a result, the company engaged Adecco in a comprehensive outsourcing contract.



CATHY TAYLOR
HR Manager
Agilent Technologies

Agilent's mobility team, led by Cathy Taylor, revitalized its global mobility program during 2008 by working with Cartus to add innovative new service offerings and update existing programs and tools, including enhancing employee productivity by offering relocation policy podcasts that can be downloaded and played at the transferee's convenience; heightening service satisfaction and policy adherence by using Relocation Management Consultants (RMCs) to counsel recruiters and managers on relo programs and costs; and tightening cost controls and increasing marketing effectiveness by updating its home-sale assistance policy to reflect new marketing incentives. Taylor is a graduate of the University of Maryland.



JIM THEIS
General Manager, Program Management,
Delta Air Lines

Theis 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. Theis 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. (See p. 12 for a complete profile of Whitford.)



DAN WILD
Chief Financial Officer and Senior Vice President
JT3

As the chief financial officer and senior vice president for JT3 LLC, Dan Wild oversees the accounting, finance, human resources, and treasury functions of a joint venture company that supports the U.S. Air Force and Navy at four southwestern test and training ranges under the J-Tech contract. Since he joined JT3, he has dramatically improved customer satisfaction in the cost management arena, receiving the highest customer ratings for the last several years. Wild holds a Bachelor of Science in management information systems from the University of San Francisco and an Executive Master's in Business Administration from the Claremont Graduate School. His background also includes 20 years of service as a controller at Raytheon and a program business manager at Hughes Aircraft Company.



KIM WIPF
Executive Director, global recruitment
AstraZeneca

During the past six years at AstraZeneca, Kim Wipf has worked in the areas of HR strategy and planning, HR service delivery, and recruitment. Within her current role, she oversees the global recruitment program for the U.K., Sweden, and the U.S. and has been instrumental in leveraging the RPO environment first in the sales organization and then across the U.S. business with a future goal of a true global RPO contract by 2010.

Nomination for 2010 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 merit recognition.

For the 2010 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 faces in the December 2009 issue of *HRO Today*.

To nominate future Superstars or for more information about this year's list, contact Editor Andy Teng at ateng@crossingmedia.com.