CATEGORY – STRATEGIC HR - Thought Leadership Award – THREE TOTAL FINALISTS

Entry 1:

Nominee Name: Dr. Mary Welsh
Nominee Title: Chief People Person
Nominee Organization/Company: Clarity Voice

A summary of why the organization(s) should be considered for the Thought Leadership award:

When Gary started Clarity Voice in 2005, we didn't know we were innovators in cloud-based phone systems. But we did know our business philosophy was vastly different from any other phone company. We figured that if we treated our customers (and employees) like we want to be treated, they would respect us, and refer the best businesses and employees to us. It's a philosophy that's worked well so far, so we keep striving to be the Most Respected, Most Referred Cloud Communications Company in North America.

Clarity has patented technology and works closely with their customers to become an extension of their business by being their cloud-based communication service provider. Our employees are committed to the success of our customers providing individual consultative customer service to meet and exceed their needs and expectations.   Our team of engineers, production, technical support, and administrative employees pride themselves on providing dedicated one-on-one solutions to further the successful operations of their customer's businesses.

Our team is committed to continuous learning and keeping abreast of best practices as they consistently look for new ways to offer or improve services to our customers. We are currently expanding our facility located in Southfield, MI and looking at potential satellite locations in the near future. Our Employer of Choice culture allows us attract and retain the best talent to further expand our operations looking for innovative, out-of-the-box, dedicated team members to support our initiatives to become the Most Respected, Most Referred Cloud Communications Company in North America.

Gary Goerke recognizes that his company is based on the commitment of his team, he has created a culture that attracts and retains the best talent. The turnover rate is minimal as employees embrace the Clarity Way of respecting each other, their customers and the betterment of the community. He offers an environment of work-life balance, remote work capabilities, an extensive array of benefits including employer paid employee health, short and long term disability, paid time off and holiday pay, and matching 401K. He truly cares for his employees well-being.

His appreciation for his employees and customers has been recognized by employee response driven awards such as Crain Communication's 5th Coolest Place to Work and 101 Best and Brightest in Michigan and Nationwide. His dedication to customer satisfaction has earned him recognition as the preferred provider by the International Franchise Association and several franchises. Additionally, Clarity Voice has been recognized as one of INC5000 Fastest Growing Companies and Michigan's Celebrates Small Business Top 50 Companies to Watch.

Gary's impact is felt in the community as periodically throughout the year, the employees rally around employee-employer sponsored corporate socially responsible events and make their contribution to better the environment, feed those in need, and support specific causes. Additionally, Gary provides each fulltime employee with 8 hours of paid time off to use at their discretion to support a cause in the community that is near and dear to their heart, thus providing an avenue for employees to give back in the community.

List the major contributions and accomplishments and their impact to the organization(s):

Clarity Communication Advisor Inc. dba Clarity Voice is headquartered in Southfield, Michigan and has been recognized as a top employer of choice by Inc. 5000, Michigan Celebrates Small Business Top 50 Companies to Watch, 101 Best and Brightest in Michigan and Nationwide, and Crain's Communications 5th Coolest Place To Work in Michigan.

How the organization(s) has contributed to advancing the HR profession and/or industry:

Dr. Mary Welsh, Chief People Person, and Martha Toboloski, Technology Support Manager, conducted and presented a Panel discussion on generational diversity and a case study on the successful performance management system and work life balance-recruiting efforts of Clarity Voice in February for the Detroit SHRM association.

Provide an example of a specific challenge, solution, and the outcome using specific data and/or metrics (where possible):

Clarity Voice has grown since 2005, with 8 employees in 2011 to 37 today in 2016. He plans to continue to grow his business expanding his Southfield, MI office and plans to office additional offices across the country. Being considered an Employer of Choice is evident in how he operates his business and commits to his team and his customers to provide an excellent working environment and customer service.

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http://www.inc.com/profile/clarity-voice
http://www.michigancelebrates.biz/awards/
http://101bestandbrightest.com/companies/clarity-voice/
http://www.crainsdetroit.com/article/20141116/AWARDS0414/311169996/5-clarity-communication-advisors-southfield-communications

Supporting documents upload:

clarity awards.pdf

Entry 2:

Nominee Name: Eric Mosley
Nominee Title: CEO
Nominee Organization/Company: Globoforce

A summary of why the organization(s) should be considered for the Thought Leadership award:

Globoforce is a leading provider of social recognition solutions, helping companies build strong cultures of engaged employees through the power of thanks. Named one of the "Best Workplaces" by the Great Place to Work® Institute, Globoforce is trusted by some of the most admired companies in the world to inspire and energize employees and create best places to work. The company's award-winning SaaS technology and proven methodologies empower HR and business leaders to take a modern, more strategic approach to recognition programs.

Just as Globoforce's technology and products are among the most respected and admired in the industry, so too is the company's role as a thought leader, as their expertise helps companies understand and implement the best practices to attract, engage and retain employees. In the past year, Globoforce has released a thought leadership book titled, The Power of Thanks, distributed major workplace surveys that indicate employee sentiments and help employers formulate

best practices, and launched a first-of-its-kind movement and conference called WorkHuman to help educate HR and business leaders on how to create a more human workplace. These original thought leadership initiatives, paired with Globoforce's ongoing presence in awards and speaking programs, elevate Globoforce as a thought leader in the HR industry.

List the major contributions and accomplishments and their impact to the organization(s):

In 2015, Globoforce celebrated its 15th year with a number of monumental accolades and significant company announcements. The following were among the company's top achievements, helping to cement Globoforce as both an unsurpassed leader in social recognition solutions, and a thought leader in HR and talent management.

• Launch of WorkHuman movement and conference, created to empower organizations and leaders worldwide to establish a more human workplace: In 2015, Globoforce held its inaugural WorkHuman conference, a transformative movement and event that featured some of the world's most influential thought leaders and visionaries, including Arianna Huffington, actor Rob Lowe, and bestselling authors Adam Grant and Shawn Achor. The conference was held June 8-10, 2015, and covered critical ideas, strategies and best practices needed to help business and HR leaders unlock the future of the human workplace, including employee happiness and well-being, recognition and gratitude, how to learn to love your work, cultural leadership, engagement, trust and how to build a best-in-class culture. The conference brought together more than 500 attendees from 258 companies across 34 states and eight countries. Notable attendees included JetBlue, The Hershey Company and LinkedIn. Thanks to the success of WorkHuman 2015, Globoforce is gearing up for WorkHuman 2016, taking place May 9-11 in Orlando, Florida, at the World Center Marriott. Keynote speakers include actor Michael J. Fox, social psychologist Amy Cuddy, author and happiness expert Shawn Achor, and business thinker Gary Hamel.

• Release of thought leadership book, The Power of Thanks: In February 2015, Globoforce announced the publication of The Power of Thanks: How Social Recognition Empowers Employees and Creates a Best Place to Work (McGraw-Hill Professional, Hardcover and e-book formats: $25, 208 pages). Co-authored by Globoforce CEO Eric Mosley and vice president of client strategy and consulting, Derek Irvine, the book serves as a blueprint for business and HR leaders on how to harness the power of thanks and social recognition to improve company culture, decrease turnover, increase productivity, and build a happier, more motivated workforce. The Power of Thanks reveals how leading companies such as Intuit, JetBlue Airways, InterContinental Hotels Groups (IHG), Symantec, ConAgra Foods, and The Hershey Company empower employees through social recognition, in which the practice of mutual appreciation and trust directs and rewards higher employee performance.

• Distribution of major workplace survey with the Society for Human Resource Management (SHRM): In June 2015, Globoforce and SHRM released the 2015 Employee Recognition Report, a survey of more than 800 human resource professionals. The survey revealed that employee turnover is the number one challenge facing HR leaders, followed by employee engagement. The survey also examined the benefits of employee recognition programs tied to company values, and the impact these programs can have on company culture. Key findings from the report include:

     o The top three challenges faced by HR organizations today are retention/turnover, employee engagement, and succession planning.

     o Values-based recognition programs are seen as creating stronger cultures and more human workplaces, and increasing bottom-line organizational metrics.

     o The top objective for years of service programs is employee appreciation, but many programs still fall short of the mark for inspiration and quality.

• Huffington Post thought leadership blog: In May of 2015, Globoforce CEO Eric Mosley began contributing to Huffington Post as a thought leader in the HR and business space. His articles support the goals of Globoforce's WorkHuman movement, and sentiments put forth in The Power of Thanks, by offering advice to HR professionals and

business leaders about how they can improve their workplace and overall company success. Topics of Eric's articles include how to: bring humanity into the workplace, reduce employee turnover through recognition, boost year-round employee productivity, improve business through gratitude and effectively show employees appreciation year-round.

• Six awards recognizing Globoforce's technology, products and workplace culture: In 2015, Globoforce was named: Digital Technology Company of the Year by the Irish Software Association (ISA), the highest honor the ISA gives; Gold Winner for Innovations in Mobile and Wireless for Globoforce Mobile™, and Silver Winner for Innovations in Video for Service Timelines at Network Products Guide's 2015 IT Awards; Gold Winner for Service Timelines in the New Products and Services category at the Golden Bridge Awards; one of the Best Workplaces in Europe, and one of the Best Workplaces in Ireland by Great Place to Work Institute; and one of the top medium-sized businesses in Massachusetts on The Boston Globe's annual Top Places to Work list.

• Extended thought leadership platform and speaking engagements: Globoforce participated in the 2015 HR Technology Conference & Expo, SHRM 2015, WorkHuman 2015, World at Work's 2015 Total Rewards Conference, the 2015 Human Resource Professionals Association (HRPA) Conference and The Boston Globe's Top Places to Work panel.

• New customers and partnerships, including The Hershey Company and IBM:
The Hershey Company (NYSE: HSY) announced it implemented Globoforce's social recognition software through the Hershey SMILES recognition program. Within the first seven months, Hershey reported that employee satisfaction with rewards and recognition increased by 11 percent. Globoforce also announced a new partnership and integration with IBM (NYSE: IBM) that includes sales and marketing efforts, solution integration, and future developments within IBM's Smarter Workforce partner ecosystem.

How the organization(s) has contributed to advancing the HR profession and/or industry:

Globoforce is contributing to advancing the HR profession and industry by spearheading a movement to improve the future of work, by creating more inclusive and human workplace environments. Thanks to Globoforce's WorkHuman conference, book, and proprietary research, today's companies are increasingly realizing the connection between their people and culture, and overall business success. Not only has Globoforce helped companies to understand this connection, but the company continues to provide the tools and steps needed to create people-focused strategies that ultimately drive business outcomes.

Thanks to Globoforce's thought leadership initiatives, HR professionals and business leaders are equipped with strategies to:
• Inspire great company cultures that keep employees engaged and satisfied;
• Attract the right talent that will match companies' values and goals, and amplify collaborative and successful teams;
• Nurture employee happiness and well-being in order to create more human-centric workplaces; and
• Create successful employee recognition programs that have a direct link to company growth and success.

Provide an example of a specific challenge, solution, and the outcome using specific data and/or metrics (where possible):

An example of how Globoforce helped a company achieve greatness is their work with The Hershey Company. Hershey faced a challenge to unite more than 22,000 employees in 17 different countries. Hershey wanted to develop a true culture of recognition that would consolidate all of their disparate recognition and reward programs into a global solution to drive engagement and support Hershey's Best Place to Work culture. In order to accomplish this, Hershey chose Globoforce as their partner, and created the Smiles recognition and reward program, which is open to all employees, in 17 countries and 5 different languages. Employees can send their peers Smiles through a website or

mobile app, and points-based rewards are redeemable for thousands of merchandise and gift card options around the world.

Since launching, the Smiles program has exceeded Hershey's benchmarks and achieved the following:

- In the first week of the Smiles program, 8.7% of the company was recognized
- After one year, more than 50,000 smiles were awarded, with 68% of those rewards coming from leaders
- 81% of the recognition occurred across different countries, and the program achieved 100% cross organization recognition within its first year
- Employee engagement scores increased 11% after Smiles was implemented
- More than 80,000 recognition moments delivered since launch
- Every 10 minutes a Hershey employee is recognized by a colleague

Additionally, Globoforce has worked with JetBlue and Symantec to create social "peer-to-peer" recognition programs. The data resulting from the JetBlue program revealed that for every 10% increase in people reporting being recognized, JetBlue saw a 3% increase in retention and a 2% increase in engagement. For Symantec, there was a 14% increase in engagement scores based upon their social recognition program. This data proves that Globoforce has an impact on improving companies' engagement level, retention and overall business success.

Please post any links to articles, whitepapers, speeches, or other published content to support the nomination. You may also upload supporting PDF documents below:

http://www.globoforce.com/news/press-releases/globoforce-announces-workhuman-2015-conference/

http://www.huffingtonpost.com/eric-mosley/7-things-we-learned-from-_1_b_7735818.html

https://www.youtube.com/watch?v=eKUWqT_x08k

http://www.globoforce.com/news/press-releases/globoforce-announces-the-publication-of-the-power-of-thanks/

http://www.huffingtonpost.com/eric-mosley/

https://hbr.org/2016/02/the-benefits-of-peer-to-peer-praise-at-work

Entry 3:

Nominee Name: Stacey Cadigan
Nominee Title: Director
Nominee Organization/Company: ISG

A summary of why the organization(s) should be considered for the Thought Leadership award:

Stacey Cadigan has a background in RPO and talent acquisition, including former leadership roles in RPO Sales and Solution strategy, RPO Operations, Transitions, Global Talent Acquisition and Global Talent Management. She has brought her experience and expertise on the provider and the corporate side to her role as Director, ISG where she advises clients and provides industry thought leadership in the area of RPO, Talent Management and HR technology.

Stacey's contributions to educating clients, sharing industry thought leadership, and facilitating effective evaluation and implementation processes make her a great candidate for the Though Leadership Award.

Industry Thought leadership – Stacey has authored blogs and research and has been quoted in industry publications related to topics such as RPO industry trends, governance, service levels and metrics, and global RPO. Please see below for 10 instances of recent sample publications.

Clients – Stacey has led large-market, complex RPO deals, excelling with her clients. All of Stacey's clients are highly referenceable and she is consistently recognized from clients for her deep understanding of the RPO market and talent acquisition operations, an area where clients view Stacey and ISG as having a clear market differentiation.

Sample comment from a leading consumer products company:

"Stacey was a constant voice of reason throughout the process and made herself available at any time. She brought a great understanding of the RPO landscape with her which helped us immensely in our selection process."

Clients have appreciated her contribution in areas such as:
• Providing deep knowledge of the RPO landscape, solutions, and service delivery models
• Partnering with clients in creating a future state Talent Acquisition/RPO strategy
• Facilitating a thorough RFP process, accelerated through the use of ISG best practice approach
• Creating meaningful Service Level Agreements (SLAs) and governance structures
• Developing comprehensive RPO evaluation models

RPO Provider Community – Stacey meets regularly with the leading RPO providers in the market and stays abreast of market trends and provider capability. She has run effective RFP processes that have been well received not just by clients, but by the RPO provider community.

Sample comment from a leading RPO provider:

"Thanks for running a thoroughly professional process. It helped us (and no doubt all the competing firms) and your client get to the things that mattered very quickly."

RPO Providers have appreciated her contribution in areas such as:
• The depth and completeness of the RFP package, including a comprehensive set of data and information for the providers to limit the number of assumptions in the response and accurately solution and price
• Thoroughness and efficiency of the RFP process, that enables differentiation among providers
• Use of Mutual Value Discovery (MVD) sessions to enable early interactions between buyer and providers, allow providers to test and refine their solutions, receive direct client feedback, and better target and provide high quality solutions
• Ability to achieve organizational alignment and reach a successful outcome

List the major contributions and accomplishments and their impact to the organization(s):

In the last year Stacey has led a string of successful RPO projects and talent acquisition client engagements with highly referenceable clients, including:
• Global RPO RFP selection and contracting project for a Fortune 100 consumer product company (covering up to 20,000 annual hires)
o Gained stakeholder alignment among business units, defined future state model and requirements, developed RFP, conducted a thorough RPO evaluation process, and supported the due diligence process to achieve quality, scale and cost reduction goals
• US RPO RFP selection, contracting, and implementation project for a Fortune 500 market professional services company (covering up to 1,000 annual hires in the US)
o Defined requirements, developed an RFP, facilitated an effective selection process, supported contracting, and implemented an RPO solution within an accelerated 4-month timeline to enable increased scale, reduced cycle time, and improved sourcing capability

• Global RPO renewal for a Fortune 100 financial services organization, which included two separate RPO provider contracts (covering up to 13,000 annual hires)
o Identified recommended changes to the service delivery model, service levels and pricing structure, and negotiated two renewal agreements to align with the future state talent acquisition strategy
• Total talent acquisition strategy for a Fortune 100 global financial services organization
o Shifted the Contingent labor function under Talent Acquisition and developed a Total Talent Acquisition strategy, enabling better planning, collaboration, and insight to the workforce
Stacey's demonstrated expertise and operational RPO and talent acquisition experience have enabled her to assist organizations looking for advisory support with deep RPO market knowledge to effectively manage the RFP, selection, contracting or implementation process. As a result, she has led some of the largest and most forward thinking RPO deals in the industry.

How the organization(s) has contributed to advancing the HR profession and/or industry:

Stacey has contributed to advancing the HR/talent acquisition profession through her client work, support of the RPO provider community, and industry thought leadership.
• Client work – Through her client engagements, she has helped organizations:
o   Develop Service Delivery Models that promote process excellence
o   Implement leading edge Service Level Agreements (SLAs)
o   Implement effective governance structures
o   Advise on effective talent acquisition market practices
o   Facilitate an effective contracting process
o   Ensure a comprehensive implementation approach
• RPO Provider Community – Through facilitation of efficient and effective RFP and renewal processes, Stacey has set the foundation for positive and successful RPO relationships.
• Thought leadership – Stacey has authored blogs and been quoted in industry publications on topics including RPO industry trends, governance, service levels and metrics, and global RPO.
Most importantly, she has constructed agreements that enable the success and partnership of her clients and the RPO providers, promoting the overall health of the RPO market.

Provide an example of a specific challenge, solution, and the outcome using specific data and/or metrics (where possible):

Client Situation: A global financial services organization had two RPO relationships covering the globe, each with gaps in the service delivery model, outdated SLAs, gaps in the governance structure, and a lack of alignment to their future state strategy.
Solution: Stacey partnered with the client to optimize the RPO renewal, including:
• Gained global and regional alignment on the future state strategy and delivery model
• Updated the Service Delivery Model to reestablish a focus on high quality service delivery
• Reprioritized SLAs, created more meaningful measures, and implemented forward thinking metrics
• Tightened the governance structure, including implementation of an RPO Account Management scorecard
• Analyzed and suggested changes to market pricing and structure by region
• Built in the right level of flexibility to support changing business needs and better align with future hiring strategy and activity
Outcome: Client was able to successfully renew with their two RPO service providers and implement a new solution that supports their strategic, operational, and financial objectives. Specific examples include:
• Updated the Service Delivery Model to reflect a more consultative model, with increased collaboration between the Recruiters, Hiring Managers, and Candidates

• Shifted to a more proactive model, including ongoing pipelining for critical roles, proactive monitoring of results, and addition of an Early Engagement Hiring Manager survey
• Increased the focus on diversity sourcing, hiring, and retention, including the development of quarterly diversity sourcing plans and deliverables
• Increased fees at risk (by 3-8%) and implemented process excellence SLAs, Diversity SLAs, Retention metrics, Early Engagement Hiring Manager Survey and an Account Management Scorecard. Shifted from a focus on averages to a set of metrics more reflective of actual results.
• Better aligned fees by market with differentiated pricing more commensurate to work levels, while reducing overall organizational risk

Please post any links to articles, whitepapers, speeches, or other published content to support the nomination. You may also upload supporting PDF documents below:

RPO Renewal Blog http://blog.isg-one.com/make-the-most-of-your-rpo-renewal/?mkt_tok=3RkMMJWWfF9wsRomrfCcI63Em2iQPJWpsrB0B%2FDC18kX3RUrJriZfkz6htBZF5s8TM3DU1dHXqNV4kELTbk%3D

Workforce article (RPO Special Report) http://www.workforce-digital.com/read-wf/february_2016/?pg=45&pm=2&u1=friend

RPO Governance Blog http://blog.isg-one.com/2015/02/10/missing-ingredient-recruitment-process-outsourcing-governance/

Workforce article http://www.workforce.com/articles/21066-recruitment-process-outsourcing-find-on-the-mind Globalization of RPO/WilsonHCG Blog http://blog.isg-one.com/2014/05/01/globalization-of-rpo-continues-wilson-human-capital-group-acquires-cph/

RPO Metrics Blog http://blog.isg-one.com/2014/08/20/upping-the-stakes-in-rpo/

RPO Trends Blog http://blog.isg-one.com/2014/04/10/trends-driving-rpo-growth-plans-in-2014/

SAP Fieldglass Acquisition Blog http://blog.isg-one.com/2014/03/31/sap-acquisition-of-fieldglass-a-sizable-step-closer-to-total-talent-acquisition/

Monster/TalentFusion Acquisition Blog http://blog.isg-one.com/2014/03/05/monsters-move-in-rpo/

Workday/Identified Acquisition Blog http://blog.isg-one.com/2014/02/28/the-identified-acquisition-a-win-for-workday-customers/

CATEGORY – STRATEGIC HR - Excellence in Business Partnership – THREE TOTAL FINALISTS

Entry 1:

Nominee Name: Dr. Mary Welsh
Nominee Title: Chief People Person
Nominee Organization/Company: Clarity Voice

A summary of why the organization(s) should be considered for the Excellence in Business Partnership award:

When Gary started Clarity Voice in 2005, we didn't know we were innovators in cloud-based phone systems. But we did know our business philosophy was vastly different from any other phone company. We figured that if we treated our customers (and employees) like we want to be treated, they would respect us, and refer the best businesses and employees to us. It's a philosophy that's worked well so far, so we keep striving to be the Most Respected, Most Referred Cloud Communications Company in North America.

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http://www.inc.com/profile/clarity-voice
http://www.michigancelebrates.biz/awards/
http://101bestandbrightest.com/companies/clarity-voice/
http://www.crainsdetroit.com/article/20141116/AWARDS0414/311169996/5-clarity-communication-advisors-southfield-communications

Supporting documents upload:

41_clarity awards.pdf

Entry 2:

Nominee Name: Shailendra Jaisingha
Nominee Title: Divisional Manager - Recruitment
Nominee Organization/Company: NIIT Technologies

A summary of why the organization(s) should be considered for the Excellence in Business Partnership award:

It is now an established fact that the efficiency and delivery consciousness of Human Resources (HR) is being viewed as competitive advantage helping organizations achieve strategic business objectives. As Customers want their service providers to work closely with them during their journeys, partner with them and provide more value than ever before, NIIT Technologies understands that the change in customer thinking and expectations demands for a parallel change in the thinking of the technology partner - a complete change of mind-set, of culture, and the manner in which the company views innovation.
NIIT Technologies initiated a paradigm shift and embarked on an elaborate culture change program facilitated by HR to Uplift Service. The objective of this initiative is to provide exceptional value to the customers of NIIT Technologies and build sustainable competitive advantage. In order to help prepare for change, Uplift Service and to come up with ideas, NIIT Technologies sought the help of a well-known global thought leader – Ron Kaufman

The movement kick-started with the NIIT Technologies top leadership team including the Managing Director, the CEO, the CPO, the CFO, all the business heads and leaders engaging with Mr. Kaufman on a brainstorming session during the annual perspective planning exercise. The objective was to arrive at the new service vision. The new service vision – "New Ideas, More Value" is now the main driver for this culture change journey.

For the first time all NIITians are being invited to collectively contribute to the future of the customers. This requires every NIITian, whether in a customer facing role, in a back office role or a supporting role to first understand the different levels of service and to generate as many ideas towards enhancing the level of service.

The second stage of this mass movement got underway with the 13 hand-picked Chairman Quality Club (CQC) members to undergo training on this model. Another 17 change leaders went through the train-the-trainer program and learned everything they needed to know about achieving and providing superior service. Together, this group of 30 change leaders is rolling this out to the first batch of 2500 NIITians in Phase - I of the program. In Phase - II, the program will be rolled out across the company.

To ensure success of this mass culture movement, NIIT Technologies has dedicated a full-time senior leader for two years to guide and manage this change exercise. In addition to this, four members of the top management are part of the steering committee and drives monthly reviews to take stock of the progress achieved in each building block.

List the major contributions and accomplishments and their impact to the organization(s):

This cultural change initiative was very well articulated by the HR where in the top management including the Managing Director, CEO, CPO and CFO and all business leaders were involved together to achieve the business objective of Uplifting our service. It not remained in the top management but was also cascaded to all the employees through a 2-day intensive training on Uplift Your Service by in-house Change Leaders to ensure that every employee is aligned to our service vision of "New Ideas , More Value."

Impact: Near term & Long term

As part of this mass culture shift exercise, Mr. Kaufman acquainted NIITians with his famous methodology, including a set of proven service principles, leadership rules, culture-building blocks and implementation roadmaps that apply effectively across all industries and cultures. Customizing the methodology to suit NIIT Tech's unique needs, as well as those of its departments and team members from the leadership to the frontline, Mr. Kaufman helped kick start the Uplifting Service revolution at NIIT Technologies.

The near term effects are very easy to observe – a common service vision is getting engraved across all the functions which have been touched so far. All NIITians have already started speaking a common language. The different levels of service are easy identifiable in the system and since the framework is simple to relate, NIITians are slowly getting conscious of Uplifting Service in each workplace. In Phase 1 of the program, first batch of 2500 NIITians were trained in a two day classroom environment. In Phase - II, the program will cover the entire company.

The long term approach is multi-pronged. Since the framework is about the 12 important building blocks in an organization and Uplifting Service levels in each one of them, CQC members have been given the responsibility of owning one building block each.

Owning a building block would entail identifying the current service level of each. The service levels are classified into Basic (bare minimum), Expected (Average), Desired (what is generally preferred), Surprising (something special) and Unbelievable (the WOW!). Post classification, the CQC members conducted both internal and external benchmarking exercise, study and recommend best-in-class policies and practices, chalking out a detailed plan. These plans are being reviewed by the steering committee on a monthly basis till closure.

Since each CQC member owns a building block which impact the organization at large, the end result will be a calibrated common service mindset for all NIITians. The building blocks will help Uplift Service standards in each and every aspect of NIIT Service improvement process. Here is how each building block is impacting in a positive way.

Common Service Language – All NIITians are now speaking a common service language. Widely understood and frequently used by all service providers throughout the organization, a common service language enables clear communication and supports the delivery of superior internal and external service.

Engaging Service Vision – The newly unveiled service vision at NIIT Technologies; New Ideas, More Value is engaging and every NIITian is easily able to relate with it. An Engaging Service Vision energizes everyone. Each person sees how the vision applies to their work and takes action to make the vision real.

Service Recruitment – The entire recruitment process has been revamped and made effective. Effective Service Recruitment is now attracting candidates who support the service vision and keeps out those who may be technically qualified but not aligned with vision, spirit and values.

Service Orientation – New staff induction and onboarding is aimed at being welcoming and realistic. NIITians now feel informed, inspired, and encouraged to contribute to the culture. Correct orientation ensures focus and alignment right from the start.

Service Communications – There is a conscious effort to inform and educate all NIITians. Creative communication channels reach everyone with relevant information, timely customer feedback, uplifting service stories, and current challenges and objectives.

Service Recognition and Rewards – Building an appreciation culture is a focus area for NIIT Technologies. NIIT Technologies recently launched INSPIRE; an online Recognition and Rewards portal to motivate teams to celebrate service improvements and achievements. Appreciation, acknowledging value creation for customers, awarding Crowns (points) and redemption of Crowns all help to create focus and encourages results orientation.

Voice of the Customer – NIIT Technologies is keen to capture the Voice of the customer. The aim of this building block is to acknowledge and capture customers' comments, compliments and complaints. These vital voices are being shared with service providers throughout the organization.

Service Measures and Metrics – The aim is to make NIITians understand what is being measured, and why, and what must be done to achieve a better result. New metrics are in place to measure what matters to focus attention, design new action, and create positive service results.

Service Improvement Process – A strong Service Improvement Process ensures that continuous service improvement is everyone's ongoing project. How to keep the methods vibrant and varied; how to ensure high participation levels is part of this building block.

Service Recovery and Guarantees – This building block at NIIT Technologies is focusing on how to bounce back when things go wrong. Effective Service Recoveries and Guarantees turn upset customers into loyal advocates and team members into true believers.

Service Benchmarking – This building block is focusing on discovering and applying the best practices from other organizations inside and outside the industry. The aim of this building block is to find out what others do to improve service and arrives at new ways / direction to upgrade the current state.

Service Role Models – This building block makes everyone aware of the fact that each one of us is a Service Role Model. All levels, be it manager, leader or frontline staff should exhibit a walk-the-talk attitude with powerful personal Uplifting Service actions every day.

As mentioned earlier, the priority of addressing these building blocks is based on the current need or challenge. However, each building block owner has chalked out a detailed plan for addressing the current service level.

HR Commitment
To ensure success of this mass culture movement, NIIT Technologies has dedicated a full-time senior leader for two years to guide and manage this change exercise. In addition to this, four members of the top management are part of the steering committee and drives monthly reviews to take stock of the progress achieved in each building block. As part of the culture change drive in line with the service Vision of "New Ideas, More Value" the major milestones achieved so far are –

a. Service Rewards & Recognition
'INSPIRE', is the recently launched online Rewards & Recognition (R&R) portal through which NIITians can encourage and recognize their colleagues every time they contribute to the service vision. It is an ongoing point-based rewards system with exciting redemption options where NIITians can select their own take-home! Needless to say, the program is expected to add a whole new dimension of recognition and rewards to the existing framework.

Going forward, NIIT Technologies will encourage every effort (no matter how small) and reward every result uniformly across the organisation. 'INSPIRE' will help us showcase every contribution and achievement that generates exceptional value for the customer. It will drive us to celebrate every success, no matter how modest and appreciate every NIITian who is a goal chaser.

The overall objective of the Reward & Recognition (R&R) Policy is to foster an ethos of appreciation that encourages excellence and promotes innovation at the workplace.

The main objectives Rewards & Recognition policy is -
• Highlight the work of NIITians who are committed to the company's growth through their sustained high-quality efforts
• Reward employees who are creating value for the customers through process improvement, excellence, innovation and innovative use of technology
• Recognise people for their continuous and long-term association with the organisation

Some of the key features of the online INSPIRE portal are:
• Crowns, redeemable points earned by staff members against various award categories. Crowns incidentally, can be redeemed through the INSPIRE portal, for goods
• Peer to Peer Recognition, a big move has been made for instance in the peer-to-peer recognition space, which did not feature on the Company's radar until now. Today, NIITians can applaud peers (irrespective of whether they are cross-function or cross location) through the 'Keep it Up' recognitions, conferring on them online badges or e-cards of appreciation. These instant recognitions will help boost the morale to staff members who have created customer value through their innovative solutions.
• A customer being the most important link in the appreciation chain NIIT Technologies has also asked them to have a say in Reward & Recognition process. All outstanding and creative work done by NIIT Technologies staff members offshore or onsite will now draw customer appreciation and recommendations for recognition. NIIT Technologies is now sharing this process with the customers, who can use it to reward our staff members. External and internal customers will for instance be able to award individuals/teams through monetary and/or non-monetary instruments (letter of appreciation, certificates, cash vouchers, gifts etc.)

Idea generation; IGNITE

At NIIT Technologies the new service vision 'New Ideas, More Value' is generating lots of positive energy and NIITians are brewing up with fresh ideas. There was a need felt for a strong platform to share, brainstorm, evaluate and implement these ideas to generate exceptional value for our customers. This has led to the birth of a new online portal - 'Ignite'.

Ignite is a real-time, interactive, ideation platform for NIITians to liberally share ideas - aligned with customer expectations - on uplifting our service levels. Initially being piloted with one business account, the platform will be gradually extended across the company.

Ignite allows NIITians to generate an Idea, share it with colleagues and seek views / suggestions. Ideas most discussed or appreciated move to popular or hot categories and the best idea that gets implemented gets rewarded. Ignite is linked to INSPIRE and allows NIITians to get motivated to generate a meaningful idea and get recognized and rewarded for it.

How the organization(s) has contributed to advancing the HR profession and/or industry:

NIIT Technologies is congruent of the fact that organization grows only if its people grow. Our HR strategy has always been aligned with our overall business strategy. To bring about the big cultural change within the organization, HR vertical was involved and it played an integral role in cascading this mass movement to each and every employee and it is an unending process. This HR department was entrusted with this responsibility by the organization and it was a new challenge to HR to drive this initiative throughout the organization worldwide. HR employed the best technology solutions to take this initiative forward and came out with innovative employee engagement ideas like Inspire and Ignite. It was a new learning experience for HR too.

Provide an example of a specific challenge, solution, and the outcome using specific data and/or metrics (where possible):

In this existing challenged economic scenario, Customers want their service providers to work closely with them during their journeys, partner with them and provide more value than ever before. They want to do things better, more economically, more efficiently, and more creatively. To achieve this, NIIT Technologies is on a mission to bring about a cultural change in the mindset of employees. The mission kicked off with global leaders and change enablers of the organization brainstorming with a well-known global thought leader – Ron Kaufman to form our new service vision "New Ideas, More Value"

It realizes the importance of aligning the service metrics to the company's objective of providing value-add to customers and laying down methodology for its measurement. The aim is to make everyone understand what is being measured, and why, and what must be done to achieve a better result. New metrics are in place and deployed across delivery teams to measure what matters to focus attention, design new action, and create positive service results.

The main advantage envisaged before embarking on this journey was the end result of value-add to customer being measured in the form of 'savings brought for the customer during the year.' Some other advantages seen were being able to measure both operating and financial metrics on one platform and tracking of operations metrics will be able to give Early Warning Signal (EWS) for better financial decisions.

Though we are still in the early part of the massive culture change initiative, the first signs of improvements as the parameters mentioned above are visible and with the CEO monitoring this on a monthly basis, we feel that by year end the targets we have set for ourselves as these parameters will be achieved.

Supporting documents upload:

organizational culture.jpg

Entry 3:

Nominee Name: Page Elliott & Joel Ray
Nominee Title: Business Development Director, IDT911; CEO of New Benefits
Nominee Organization/Company: IDT911; New Benefits

A summary of why the organization(s) should be considered for the Excellence in Business Partnership award:

New Benefits came to IDT911 looking for a value-add identity management service to provide its network of brokers. They looked diligently for a comprehensive solution to support employees throughout all facets of life – including lost wallet assistance, stolen documents assistance, medical identity theft, social media account takeover, and consumer education through daily blogs, newsletters, and tips.
By offering IDT911 identity management services, branded ID Sanctuary by New Benefits, they have enhanced their broker relationships by providing a complete and relevant identity theft solution. Through this service, brokers can bring a competitive product to their clients while adding a new revenue stream.
Perhaps the best testimonial of all comes from New Benefits EVP of Sales Brian Latkowski who details his experience with identity theft from tax refund fraud on the New Benefits blog. Experiencing identity theft first-hand, Brian understands the importance of a monitoring and resolution benefit – and the potential time, money, and aggravation saved from having a fraud specialist who can solve an employee's identity theft issue. A less stressed employee is a more productive one.
A symbiotic partnership occurs when companies share similar core values. New Benefits and IDT911 both seek to help people by providing services to enhance and improve their lives. Through this mutual passion for helping others, New Benefits and IDT911 have developed a strong partnership. IDT911 has supported New Benefits with marketing materials, best practices, and expertise to ensure the successful launch of ID Sanctuary.

New Benefits is the leader in non-insured health, personal security, financial, travel and leisure benefits. We serve associations, insurance companies, banks, credit unions, brokerage/consulting firms, insurance agencies, TPAs and employers. With over 25 years in business and representing over 25 million members, clients and members trust New Benefits to deliver exceptional customer service and support, superior products, administration, print services, billing and compliance while promoting integrity and honesty in the marketing of non-insured products and services.

IDT911™ is the leading provider of services that help businesses and their customers defend against data breaches and identity theft. IDT911's unique approach—delivering proactive protection, preventive education, and swift resolution—offers unrivalled support for more than 660 client partners and 17.5 million households. Based in Scottsdale, Ariz., the company has several locations in the U.S. and Canada, as well as in Ireland to serve partners in Europe.

Ongoing, the partners will work tirelessly to ensure those in the broker community are well positioned to offer their clients identity management services. Together, the two companies' marketing teams have orchestrated a video, press release, article, joint speaking engagement and other marketing collateral to propel the service into the broker community.

List the major contributions and accomplishments and their impact to the organization(s):

Through IDT911's partnership, New Benefits offers brokers a robust identity monitoring service, adding value to their broker relationships.

IDT911 offerings provide New Benefits:

- Additional touchpoints to speak to members of the broker community
- Value add services brokers can provide to their clients
- A marketplace advantage with superior services that clients want and employees need

How the organization(s) has contributed to advancing the HR profession and/or industry:

It takes the average victim an estimated $500 and 30 hours to resolve each identity theft crime. For employers, this means increased absenteeism and decreased productivity. In addition, the stress caused by dealing with ID theft can negatively impact claims and increase healthcare costs for businesses. Employees protected with identity management services are more focused at work knowing they will be alerted if any suspicious activity is found, and they have a team of professionals to help if they become a victim of identity theft.

When employers want to stay competitive, they realize they must differentiate and "out benefit" their competitors. By offering these services, employees are protected and employers are stepping up to the plate to be able to retain the best talent.

Provide an example of a specific challenge, solution, and the outcome using specific data and/or metrics (where possible):

New Benefits had been challenged to find a superior identity theft services provider at an affordable price. After a thorough search of the market, New Benefits was eager to partner with IDT911, a company that boasts an impressive 99 percent customer satisfaction score and countless partners in the employee benefits, financial services, and insurance spaces.

New Benefits diligently ensured its brokers' customers would be met with concierge level of service. IDT911 has been the winner of numerous accolades for their premier customer service, including its most recent award – the Stevie Award for Customer Service Department of the Year.

Finally, New Benefits was looking for a vendor that offered robust monitoring, especially with emerging risks like medical and tax identity theft and social media account compromise.

Please post any links to articles, whitepapers, speeches, or other published content to support the nomination. You may also upload supporting PDF documents below:

1. Video Joel Ray, CEO, New Benefits http://idt911.com/video/new-benefits-discusses-how-idt911-was-the-right-choice#18556
2. Webinar: Protecting the Protector II: Keep your clients' information secure and employees safe from a privacy breach: http://info.idt911.com/benefits-selling-2
3. Press release and Benefits Selling byline
4. http://blog.newbenefits.com/category/bloggers/brian-latkowski/
5. Workplace Mania joint speaking engagement, 2015: http://conference.eba.benefitnews.com/conferences/1_35/

CATEGORY – STRATEGIC HR - Employer of the year – TWO TOTAL FINALISTS

Entry 1:

Nominee Name: Dr. Mary Welsh
Nominee Title: Chief People Person
Nominee Organization/Company: Clarity Voice

A summary of why the organization(s) should be considered for the Employer of the Year award:

When Gary started Clarity Voice in 2005, we didn't know we were innovators in cloud-based phone systems. But we did know our business philosophy was vastly different from any other phone company. We figured that if we treated our customers (and employees) like we want to be treated, they would respect us, and refer the best businesses and employees to us. It's a philosophy that's worked well so far, so we keep striving to be the Most Respected, Most Referred Cloud Communications Company in North America.
Clarity has patented technology and works closely with their customers to become an extension of their business by being their cloud-based communication service provider. Our employees are committed to the success of our customers providing individual consultative customer service to meet and exceed their needs and expectations. Our team of engineers, production, technical support, and administrative employees pride themselves on providing dedicated one-on-one solutions to further the successful operations of their customer's businesses.
Our team is committed to continuous learning and keeping abreast of best practices as they consistently look for new ways to offer or improve services to our customers. We are currently expanding our facility located in Southfield, MI and looking at potential satellite locations in the near future. Our Employer of Choice culture allows us attract and retain the best talent to further expand our operations looking for innovative, out-of-the-box, dedicated team members to support our initiatives to become the Most Respected, Most Referred Cloud Communications Company in North America.

Gary Goerke recognizes that his company is based on the commitment of his team, he has created a culture that attracts and retains the best talent. The turnover rate is minimal as employees embrace the Clarity Way of respecting each other, their customers and the betterment of the community. He offers an environment of work-life balance, remote work capabilities, an extensive array of benefits including employer paid employee health, short and long term disability, paid time off and holiday pay, and matching 401K. He truly cares for his employees well-being.
His appreciation for his employees and customers has been recognized by employee response driven awards such as Crain Communication's 5th Coolest Place to Work and 101 Best and Brightest in Michigan and Nationwide. His dedication to customer satisfaction has earned him recognition as the preferred provider by the International Franchise Association and several franchises. Additionally, Clarity Voice has been recognized as one of INC5000 Fastest Growing Companies and Michigan's Celebrates Small Business Top 50 Companies to Watch.
Gary's impact is felt in the community as periodically throughout the year, the employees rally around employee-employer sponsored corporate socially responsible events and make their contribution to better the environment, feed those in need, and support specific causes. Additionally, Gary provides each fulltime employee with 8 hours of paid time off to use at their discretion to support a cause in the community that is near and dear to their heart, thus providing an avenue for employees to give back in the community.

List the major contributions and accomplishments and their impact to the organization(s):

Clarity Communication Advisor Inc. dba Clarity Voice is headquartered in Southfield, Michigan and has been recognized as a top employer of choice by Inc. 5000, Michigan Celebrates Small Business Top 50 Companies to Watch, 101 Best and Brightest in Michigan and Nationwide, and Crain's Communications 5th Coolest Place To Work in Michigan.

How the organization(s) has contributed to advancing the HR profession and/or industry:

Dr. Mary Welsh, Chief People Person, and Martha Toboloski, Technology Support Manager, conducted and presented a Panel discussion on generational diversity and a case study on the successful performance management system and work life balance-recruiting efforts of Clarity Voice in February for the Detroit SHRM association.

Provide an example of a specific challenge, solution, and the outcome using specific data and/or metrics (where possible):

Clarity Voice has grown since 2005, with 8 employees in 2011 to 37 today in 2016. He plans to continue to grow his business expanding his Southfield, MI office and plans to office additional offices across the country. Being considered an Employer of Choice is evident in how he operates his business and commits to his team and his customers to provide an excellent working environment and customer service.

Please post any links to articles, whitepapers, speeches, or other published content to support the nomination. You may also upload supporting PDF documents below:

http://www.inc.com/profile/clarity-voice
http://www.michigancelebrates.biz/awards/
http://101bestandbrightest.com/companies/clarity-voice/
http://www.crainsdetroit.com/article/20141116/AWARDS0414/311169996/5-clarity-communication-advisors-southfield-communications

Supporting documents upload:

41_clarity awards.pdf

Entry 2:

Nominee Name: Andrea Farmer
Nominee Title: Vice President, Human Resources
Nominee Organization/Company: Globalscape, Inc.

A summary of why the organization(s) should be considered for the Employer of the Year award:

Globalscape has won a number of "Best Companies to Work For" local, regional, and national awards multiple times. For example, Globalscape has been recognized by Computerworld, the San Antonio Business Journal, the San Antonio Express News, and Texas Monthly, for its company culture and excellent benefits offered to its employees. As a 100+ person company based in San Antonio, Texas, Globalscape provides a number of programs to achieve work/life balance, events targeted to wellness with biometrics screenings, and benefits fairs where employee's spouses are welcome. One program in particular that the Globalscape HR team has been working diligently on creating and implementing is the Individual Development Plan (IDP) Program. The IDP Program strengthens five core competencies in business acumen, communications skills, developing people, operational knowledge, project management, and sales skills. Overall, Globalscape cares about its workforce and the HR organization is the critical driver to developing, implementing and maintaining programs to enhance and sustain the company, its employees, and the culture.

List the major contributions and accomplishments and their impact to the organization(s):

2015 was an historic year for Globalscape, achieving record-breaking quarterly and annual revenue. This wouldn't have been possible without the contributions from the HR department as the team assisted in a major reorganization within

the sales department structure and recruited/launched a number of new team members with new talents and backgrounds to infuse the organization with new life and skillsets.

How the organization(s) has contributed to advancing the HR profession and/or industry:

One area that the Globalscape HR team is contributing to the advancement of the HR industry is its creation of the IDP Program. The Globalscape team is hoping that the structure and success of the program can be replicated and repurposed by other HR professionals and teams in the future. In addition, the HR team provides ongoing training to the Company throughout the year with such events as Lunch-n-Learns or Snack-n-Chats. During these events, employees are provided with essential knowledge on a number of topics including medical plan options, preparing wills, diversifying investments, and other areas of interest.

Provide an example of a specific challenge, solution, and the outcome using specific data and/or metrics (where possible):

Employee survey results alerted HR to a concern regarding the lack of resources available for career development within the organization. That resulted in the development and implementation of the IDP Program, which allowed employees to choose a mentor who takes a vested interest in their plans for the future. Mentors meet bi-annually with their mentees working on career development goals and reporting accomplishments back to HR for public recognition. Beyond the IDP Program, a number of other small group training programs were established to provide specialized development in areas such as communications and public speaking.

CATEGORY – HR PRACTICES – Recruitment Team of the Year – THREE TOTAL FINALISTS

Entry 1:

Nominee Organization/Company: MasterCard

A summary of why the team/organization should be considered for the Recruitment Team of the Year award:

The Talent Acquisition team at MasterCard has done an incredible job of transforming the function both internally and externally. They have driven the function in an innovative way and been recognized for building best in class practices.

List the major contributions and accomplishments that the recruitment team made:

- Created Employees as Ambassadors program; driving culture change within the organization ensuring recruitment is a part of everyone's priorities.
- Built a truly coordinated global function across all regions; process, system, reporting and talent sharing efficiencies
- Developed best in class diversity recruiting strategy (gender globally, ethnic diversity in US). Includes focus on Women in Leadership, Women in Technology, Ethnic Diversity, Military, Disability, and Industry
- Implemented a new employee branding program that includes: social recruiting strategy, internal and external use of Priceless campaign in employee/employer branding work which leverages real employees
- Developed assessment & selection framework that significantly improves candidate selection (quality metrics); includes interview training, consistent selection process, and functional assessments
- Drove globalization of campus recruiting programs including summer internships, undergrad program and MBA
- Implemented new ATS; streamlined processes and improve overall system practices. Now have a consistent global process
- Drove significant improvements in resource & capacity planning and reporting

How they have contributed to the overall mission, strategic plan, and/or brand of the organization:

- Improved view of MasterCard as an employer of choice in key markets (globally) and functions (tech, consulting, etc.)
- Specifically recognized for strong diversity efforts (e.g.number 6 on Diversity Inc top employers, recognized by White House for innovative work with technology apprenticeships, etc.)
- Built expansion strategies that have supported moves to new markets across the globe - hired resources in 98 locations in 2015
- Changed the make up of organization by driving more hires from diverse industries, background and levels

Provide an example of a specific challenge, solution, and the outcome using specific data and/or metrics (where possible):

- Diversified workforce: increased hires from diverse industries, generations, ethnicity and gender
- Needed to engage with more passive candidates: implemented talent ambassadorship program, Employees as Ambassadors, implemented social recruitment channel and strategy, implemented recruitment CRM tool to actively manage and engage with talent pools
- Needed to align global processes, systems and reporting capabilities. Implemented new ATS, rolled out consistent best practice processes, significantly improved reporting
- Significantly expanded global footprint, build recruitment teams and capabilities to better support recruitment in emerging and growth markets

Explain why your team/organization should be considered an industry leader in this category – What are you doing that other organizations are not?

- Diversity strategy and programs drive deeper in the organization than what we've identified from peer groups.
- Branding and social media strategy is best in class
- Work and alignment as a true global function
- Innovations in hiring people switching fields: apprenticeship program for military, technology and workforce returners

Entry 2:

Nominee Organization/Company: Newfield Exploration

A summary of why the team/organization should be considered for the Recruitment Team of the Year award:

2015 was a challenging year for Newfield and we would not have been successful if it weren't for the best in class efforts that came from our Recruiting team. With just a team of 2 people we were able to drive efficiencies in an outdated Recruiting system while meeting the extreme demands of the business. The team was able to meet the recruiting needs while providing best in class metrics for time to fill, costs and top quality talent.

List the major contributions and accomplishments that the recruitment team made:

- Filled 77 vacancies in 6 months with 65 of the roles filled within 60 days.
- Only utilized headhunters for 3 of the 77 positions
- Maximized technology with both internal and external systems
- Partnered with the HRBP team to higrade the organization including restructure and transfer of 30% of our workforce

How they have contributed to the overall mission, strategic plan, and/or brand of the organization:

At Newfield our mission is "People Passion, and pride combine to power our future.WIth an entrepreneurial spirit we work hard every day to find and produce oil and related products safely, responsibily and profitably for the benefit of our stakeholder"

The recruiting team emulated this mission and provided us with the talent we needed to stay focused on oil and gas exploration and production versus talent needs.

Provide an example of a specific challenge, solution, and the outcome using specific data and/or metrics (where possible):

See specific metrics above

Explain why your team/organization should be considered an industry leader in this category – What are you doing that other organizations are not?

We had limited resources and technology but were able to provide the organization with a best in class outcome. We leveraged both our internal recruiting system as well as networking tools such as glassdoor. We promoted a strong culture of employee referrals and did not let adversity get in our way of success.

Entry 3:

Nominee Organization/Company: ACA Talent

A summary of why the team/organization should be considered for the Recruitment Team of the Year award:

ACA Talent's RPO team consistently delivers quality talent to its high volume clients across the United States. Among the company's customers is one of North America's largest employers of sales talent for commercial and residential business lines. The company is also engaged with national clients on a project basis to ramp-up hiring on a scalable basis. Our on-demand recruitment models have been successful in helping clients reduce costs, select quality talent, decrease cycle times, and improve overall efficiencies.

Demand for sales talent continues to rise across industry verticals, creating a challenging environment for employers competing for the same candidates. By developing talent pools using a variety of methods, including partnering with local organizations, social media, mobile recruiting, and employee referrals, ACA Talent is able to exceed client expectations in both volume and quality.

With a focus on client satisfaction and the candidate experience, ACA Talent has honed an efficient, humanized recruitment process.

List the major contributions and accomplishments that the recruitment team made:

In 2015, this Client was looking to add headcount to its door-to-door sales team to meet growing demand within its industry. The strengthening economy and average unemployment rate of 5.3% meant that competition for sales talent was increasing rapidly. Recruitment methods that worked the previous year weren't guaranteed to work this year.

ACA Talent analyzed its recruitment toolkit, the Client's hiring projections, and the local marketplaces to develop a recruitment plan that increased the candidate pool, focused on quality, and delivered a positive candidate experience. ACA Talent examined the Client's growth projections and turnover to build a plan that included aggressively developing the initial applicant pool, while rigorously interviewing candidates to find the hidden gems. Job orders were open across the US and Canada, with each local area experiencing unique challenges. ACA Talent analyzed local candidate supplies and matched those with Client and competitor demand to develop a multi-pronged sourcing plan. Sources varied from market to market and included strategies such as college recruitment, on-site job fairs, outreach to local organizations.

Building the pipeline was a key factor to success, given competitive market conditions. ACA Talent placed on-site and remote recruiters (all employed by ACA Talent and not outsourced) to address spikes in recruitment needs. This helped further strengthen the client relationship and foster humanization across the candidate experience.

Social media recruiting supplemented current sourcing efforts, which included college and military/veteran recruiting, community outreach, and direct sourcing. ACA Talent implemented a mobile-friendly career site, which allowed candidates to apply for jobs and upload resumes in under 60 seconds. By adding a mobile-friendly site, applications increased by 29% from the previous year (37% of placements resulted from candidates entering the ATS via the mobile site).

How they have contributed to the overall mission, strategic plan, and/or brand of the organization:

ACA Talent's recruitment team touches all aspects of the Client's recruitment function, from the top of the funnel and beyond the hire. Clients typically seek candidates who are equally results-oriented and focused. To build a large candidate pool and attract quality talent, ACA Talent works closely with clients to develop and evolve the targeted

candidate profile, and reach those individuals through branded communications, postings, and hiring events. The ACA Talent team also ensures quality throughout the process by performing behavioral-based interviews, coaching hiring managers on best recruitment practices, and closely monitoring the background check process to ensure a quality candidate experience and to minimize fallout. This results in quality candidates starting on time, fully prepared for the position, and ready to train.

Provide an example of a specific challenge, solution, and the outcome using specific data and/or metrics (where possible):

Challenge: This retail-focused sales company needed to ramp up its team of field technicians, who were stationed at big box locations and tasked with assisting customers for the company's clients, who are major electronics brands. In 5 weeks, the Client needed to fill 170 positions. Field technicians needed experience in structured cabling, car stereo installations, home theater, or home automation. They also needed to be able to deliver a positive customer experience in addition to installing, repairing, and maintaining high-end electronics.

Solution: ACA Talent partnered with the Client to build an efficient hiring process and sourcing strategy that would generate a large volume of qualified candidates. To meet the Client's headcount and timeline objectives, ACA Talent developed a front-end recruitment model focused on recruiting, qualifying, and driving candidate volume. ACA Talent dedicated a team of three recruiters and an account manager. ACA Talent utilized its own extensive database of talent, social media, postings, and outreach to build a strong talent pipeline. Candidates were extensively interviewed to assess hard skill sets; behavioral-based interviews helped qualify soft skill sets, such as time-management and customer service skills, as well as cultural fit. All candidates were submitted through the Client's ATS. Because cycle time was also critical to the project's success, ACA Talent received access to all hiring managers' calendars and was able to schedule candidates directly for interviews. This helped decrease candidate fallout, as well as overall cycle time.

Outcome: The Client filled all positions within the 5-week timeframe, with cycle times of 4-5 days from hiring manager interview to start date.

Explain why your team/organization should be considered an industry leader in this category – What are you doing that other organizations are not?

While there are many recruiting firms thriving in the RPO space, few specialize in sales, specifically outside sales. ACA Talent has operated its RPO model since 2004 and over that time period has perfected a high volume recruitment model that empowers companies to attract, assess, hire, and retain talented sales professionals. With a strong emphasis on customer care and a focus on performance metrics, ACA Talent is able to anticipate and respond to challenges rapidly and with agility. We also champion a humanized recruitment process that encourages a positive candidate and Client experience through regular communication and streamlined, smart processes.

Supporting documents upload:

ACA Talent RPO Team 2015 final.pdf

CATEGORY – HR PRACTICES – Strategy – FOUR TOTAL FINALISTS

Entry 1:

Nominee Organization/Company: IGATE Corporation (now part of Capgemini)

A summary of why the team/organization should be considered for the Excellence in Engagement Strategy award:

In 2015 IGATE team has focused on retaining our top talent while increasing gender diversity. Our effective mix of employee engagement in the form of Town Halls, Skip Level Meetings(meeting with next level manager), focused Individual & group connects, career aspiration meetings, real time (ongoing) performance feedback and recruitment strategy assisted us in successfully retaining over 90% of our top talent in North American while increasing gender diversity in the Technology industry. Our sustained efforts resulted in a reduced Attrition and higher % of top Talent retention within the organization.

List the major contributions and accomplishments that the recruitment team made:

Overall 1758 onboarding done in NAM for 2015, Gender Diversity was maintained overall at 51% Women and 49% Men. Canada had 450 new hires in 2015 with Gender diversity : 58% Women, 42% Men.

Gender diversity, ease of on-boarding & hiring critical talent in line with our business were some of the key objectives outlines for 2016

How they have contributed to the overall mission, strategic plan, and/or brand of the organization:

At IGATE our employee engagement model is primarily based on the 3 layered approach. 1) Top - Down 2)Bottoms Up 3) Lateral. As a starting step since it is important to take the mission vision value statement to each and every employee; we did massive campaigns across North America in the form of Town Hall meetings wherein our executive leadership at IGATE delivered the mission, vision value statement in depth across the region and also took time to answer questions around it. Majority of our locations with sizeable presence were covered under this initiative. IGATE also has been consistently participating in volunteering initiatives to make a meaningful difference to society in what matters to our employees and their local communities.

Provide an example of a specific challenge, solution, and the outcome using specific data and/or metrics (where possible):

Given the distribution and spread of our employees across the region, we have been able to successfully onboard and orient employees on the organization culture, processes, initiatives etc.

- Detailed Pre-Onboarding with all candidate in form of welcome handshake calls followed by detailed corporate orientation post joining for all new joiners across North America

- Dedicated Onboarding and corporate orientation for senior hires who are primarily Associate Directors and above at our corporate office in NJ

- 2015 also witnessed a very good representation on our North America population in the different category of awards spread monthly / Quarterly / B i-Annual / Annual.

- Compliance scaled to new heights on multiple parameters as well with Performance Management initiatives witnessing a 30% improvement compared to 2014. Implemented a robust new I9 process using the Equifax system which will include outsourcing of the verification required by new hires and transfers located at client sites

- On the benefits front a new safe harbor plan was launched in 2015 , also changes in benefits administration was handled very smoothly across North America.

Explain why your team/organization should be considered an industry leader in this category – What are you doing that other organizations are not?

- High importance given to compliance and performance management adherence.

-Year 2015 was a landmark year in North America wherein we achieved a 30% rise in system closures for quarterly performance assessments which resulted in overall closure in range of 90% +. Likewise Annual appraisal system closures and feedback sessions were carried out for 99% of the eligible population

- Competency gap analysis was done for the covered employees and comprehensive presentation done to business leaders identifying the top competency gaps and drafting training plans around it.

- High Performance Culture: Significant efforts were put in by the HR function to enable a high performance culture at IGATE. Right from detailed orientation of each of our Performance Management constructs to implementation of these initiatives. In all the initiatives that were launched throughout the year North America as a region achieved on an average 85% completion which was the highest ever.

- Top Talent Retention / ERM: Multiple initiatives were launched in 2015 for high performers and high potentials. For high performance we have a well-defined fast track program to enable them to move to next level role within the organization. Career Planning & Management tool was launched in 2015 for North America region as well targeting high potentials by assigning them to a mentor and preparing them for the next level roles.

- A very detailed survey (Employee Retention Management) was also rolled out for all employees in North America and a detailed statistical approach was followed to determine their levels of engagement with the organization. Based on these findings at an employee level, retention initiatives were drafted and planned across multiple verticals and horizontals.

With all these proactive connects and initiatives we were able to retain more than 90% of our Top Talent in NAM and also our Overall Attrition percentage in NAM closed at 16% for 2015 , compared to 17% in 2014

Please post any links to articles, whitepapers, speeches, or other published content to support the nomination. You may also upload supporting PDF documents below:

Nominating the NAM - Business and People HR team for this category of awards.

We don't have any articles for public release. Majority of our key highlights in PDF are circulated in the form of dashboards and internal communications.

If any facts, figures OR any additional information is required justifying our nomination, feel free to let us know

Entry 2:

Nominee Organization/Company: Globalscape, Inc.

A summary of why the team/organization should be considered for the Excellence in Engagement Strategy award:

The Globalscape HR team is a small group responsible for overseeing the policies and overall culture of the 100+ person organization. As such, HR attends annual kick off meetings to ensure strategic goals are communicated effectively. Support programs are then developed to identify annual and long-term goals including areas like recruiting efforts, organizational development goals and retention efforts. Each department works closely with HR to make sure that we are providing resources to best meet their needs and larger goals. It's through this hands-on work and regular employee communications that the Globalscape HR team stays engaged and creates a longer term strategy to support ongoing needs.

List the major contributions and accomplishments that the recruitment team made:

The HR team utilizes a combination of connections with technical schools and universities, as Globalscape is a technology company and many times, engineering or computer programmer roles can be in high demand and difficult areas to fill. The team also uses social media and recruiting job boards to aim to recruit around 35 to 40 new hires annually. Globalscape's HR team also incentivizes its current employee base to look for and recommend potential new hires.

How they have contributed to the overall mission, strategic plan, and/or brand of the organization:

In most cases, the entire Globalscape HR team acts as a recruitment team, since we are such a small – yet mighty – department. As such, the entire group is involved in any engagement programs that are created and implemented. These programs are vital to the success and overall mission of the organization. Without employee feedback and engagement, we would not be able to retain top talent in an industry where skilled employees are in high demand and recruited heavily. The entire Globalscape HR team works diligently to cultivate the engagement within the organization so that employees feel a sense of ownership and are involved in any success Globalscape has.

Provide an example of a specific challenge, solution, and the outcome using specific data and/or metrics (where possible):

Employee survey results alerted HR to a concern regarding the lack of resources available for career development within the organization. That resulted in the development and implementation of the IDP Program, which allowed employees to choose a mentor who takes a vested interest in their plans for the future. Mentors meet bi-annually with their mentees working on career development goals and reporting accomplishments back to HR for public recognition. The IDP program generated 61 enrollees out of 110 employees or a 55% success rate in the first year.

Explain why your team/organization should be considered an industry leader in this category – What are you doing that other organizations are not?

It's not that Globalscape's HR team is doing anything other companies are not doing. It's the amount of time and effort that the Company's HR team puts into listening to the employees needs and developing meaningful programs designed around those specific needs. For example, the work/life balance programs include: an information center, PTO Donation Program, Lunch-n-Learns and snack-n-chats around pertinent topics such as wills, difference between and urgent care clinic and a stand-alone ER clinic, communication classes and reducing stress tips. In addition, Globalscape's HR team has

an employee referral and outside referral programs that provide cash benefits for referring skilled, qualified candidates to the Company.

Entry 3:

Nominee Organization/Company: UPS

A summary of why the team/organization should be considered for the Excellence in Engagement Strategy award:

UPS publicly announced on October 2015 that it would move to a "Just-In-Time" recruitment model to fill its 95,000 seasonal hiring positions during the 2015 holiday season. Under this newly announced model UPS would hire all of its seasonal employees within a three week period immediately following Thanksgiving. In years past this hiring had taken place over a 10 - 12 week period starting in early October.

UPS Corporate Workforce Planning needed to react very quickly to the newly announced "Just-In-Time" hiring plan and working with TMP Worldwide rapidly put in place an engagement strategy to retain candidates who had expressed an interest (but would not be hired for several weeks) as well as an engagement strategy with local hiring managers to monitor, analyze and optimize weekly applicant flow to ensure all locations met their hiring plans.

List the major contributions and accomplishments that the recruitment team made:

UPS Corporate Workforce Planning was able to successfully staff with limited resources at an incredibly high volume during a very narrow window of time amidst increasing competition from many other employers due to the improving economy and (according to the November 2015 DOL report) the shrinking of the voluntary part-time labor force by over 1 million people from 11/2014 to 11/2015.

Through this multi-pronged engagement strategy UPS Corporate Workforce Planning was able to compress staffing into the three week window, get all the locations the people they needed, and help save the organization through significantly reduced seasonal payroll expense.

How they have contributed to the overall mission, strategic plan, and/or brand of the organization:

UPS Corporate Workforce Planning delivered the business result that was asked of them through agility, alignment of hiring processes, determination of weekly staffing needs among all locations, assessment of current applicant flow, calibration of applicant flow required and appropriate level of recruitment marketing to drive the required applicant flow that would convert into hires. They are seen as true partners to the field locations committed to each location's success. Working with TMP Worldwide they ensured the candidate experience was engaging, informative, intuitive and easily actionable to apply whether on desktop, laptop, mobile phone or tablet. Working with TMP Worldwide, UPS Corporate Workforce Planning was able to effectively engage with the local field operations to reassure weekly staffing plans would be met.

Provide an example of a specific challenge, solution, and the outcome using specific data and/or metrics (where possible):

One of the strategies deployed was the retargeting of visitors to the UPSjobs.com career site.

On average over 80% of jobseekers view jobs on company career web sites but do not move forward with creating an application. This was true for jobseekers visiting UPSjobs.com, too, in 2015. TB 360 is a strategy that TMP & UPS piloted in Peak 2015 to improve the number of people who upon visiting the site and leave without creating an application

(after viewing a particular job or jobs) later come back to apply for those UPS jobs by reminding them of UPS job opportunities through targeted banners after they had left the UPSjobs.com website.

TMP managed and optimized a TB 360 Retargeting campaign during the Peak season to reach out to people who visited UPSjobs.com viewing specific Part-Time Package Handler & Driver Helper jobs but did not create an application. We reached out to them through targeted online banners appearing on other sites engaging the jobseekers to return to UPSjobs.com and reconsider applying for the UPS job. In the pilot done during Peak 2015 more than 25,000 people came back to UPSjobs to create an application within a five week period.

TB 360 is all about improving candidate conversions to create an application, complete an application and accept an offer which is what UPS needed

TB 360 reached out to candidates who saw a UPS job posting on its TalentBrew site after they left.

TB 360 used tracking tags and conversion codes to provide insight into "influence" of the campaign at a much deeper level than UPS had been able to track before.

TB 360 helped optimize the tracked media that first drove candidates to the UPS TalentBrew career site to continually improve conversion to hire rates.

TB 360 helped UPS get the hires UPS needed when they needed them & where they needed them.

We further qualified the target job categories with 10 prioritized DMAs:

Package Handler Jobs & Other Seasonal Jobs in:

Chicago, IL - Suburbs; Rockford, IL; Louisville, KY;

Chelmsford/Boston, MA; Minneapolis/St. Paul,

MN; Portland, OR; Harrisburg, PA; Nashville, TN;

Dallas/Fort Worth, TX; Seattle, WA

Results:

25,000 apply-clicks
-	$5.53 CPA
-	Drove roughly an 8% - 10% lift in apply-click conversion rate for seasonal jobs in target DMAs during an incredibly tight window to drive high-volume applicant flow that needed to convert into hires.

With the help of TB 360 UPS was able to drive the hires it needed to support the growth of its business within a shrinking US labor pool and increased competition from many other employers

The tracking that TB 360 uses provided insights into job seeker latency behavior that UPS suspected but previously did not have the data to support

The TB 360 campaign to help UPS with its seasonal and part-time hires was so successful UPS is now considering implementing TB 360 throughout 2016 to support all of its hiring needs.

Explain why your team/organization should be considered an industry leader in this category – What are you doing that other organizations are not?

The level of hiring required within such a short period of time and with little advance notice showed the true mettle of the UPS Corporate Workforce Planning team to quickly and effectively respond to the business needs of the organization.

Please post any links to articles, whitepapers, speeches, or other published content to support the nomination. You may also upload supporting PDF documents below:

http://www.wsj.com/articles/ups-reports-surprise-revenue-dip-1445947423

http://www.nbcnews.com/business/business-news/inside-madness-ups-rushes-deliver-holiday-gifts-time-n483796

http://www.cnbc.com/2016/02/02/ups-reports-fourth-quarter-earnings.html

Entry 4:

Nominee Organization/Company: Globoforce

A summary of why the team/organization should be considered for the Excellence in Engagement Strategy award:

Employee engagement is at the core of what Globoforce does. As a leading provider of social recognition solutions, the company is committed to improving employee engagement by creating human-focused workplaces that make employee happiness and appreciation priorities. This is not only a goal that Globoforce makes for its customers, but it's one that Globoforce strives to achieve as a company every day.

As a result of Globoforce's commitment to improving employee engagement through recognition, company leadership, compensation and training, diversity/inclusion, career development and family-friendly flexibility, Globoforce has been named a Great Place to Work by the Great Place to Work® Institute, and a three-time "Top Place to Work" by the Boston Globe.

In a recent company survey, 97 percent of Globoforce's employees said they felt appreciated at work, 99 percent wanted to remain at the company for a long time, and a full 100 percent said they were proud to tell others where they work. This is a testament to Globoforce's commitment to its employees, and why Globoforce should be considered for the Excellence in Engagement Strategy Award.

List the major contributions and accomplishments that the recruitment team made:

One of the biggest contributions Globoforce has made to the company's employee engagement strategy, is the creation of Globoforce's internal recognition program, Globostars. As a leading, cloud-based recognition company, Globoforce pioneered the use and innovation of social recognition for both its customers, and its employees. Through Globostars, Globoforce employees are able to recognize each other for outstanding performance and behaviors. Employees show their appreciation by giving their coworkers Globostars, which can be redeemed for travel, shopping and dining, among many other things. Not only does Globostars benefit employee engagement, but it recognizes employee performance that aligns to the company's core values of Imagination, Determination, Innovation, and Respect.

Another significant contribution to Globoforce's employee engagement strategy is the company's creation of Service Timelines, a modern approach to service anniversaries that transforms decades-old approaches to service anniversaries into powerful moments of inspiration. Through personalized stories and videos, employees can recognize their closest colleagues for their years of service, and thank them for their contributions. Service Timelines is used by Globoforce's customers, but also internally by Globoforce employees, signifying another way in which Globoforce remains committed to employee engagement.

In addition to Globostars and Service Timelines, Globoforce keeps their employees engaged through: GloboInnovation, to inspire employees to come up with ideas for Globoforce's products; GloboFun, which encourages employee engagement through workplace culture activities and connectivity; GloboWellness, which inspires employee health through fresh fruit in the kitchen, wellbeing talks and fitness challenges; and Globoforce Gives, which encourages community service projects at organizations that employees care most about.

How they have contributed to the overall mission, strategic plan, and/or brand of the organization:

Fifteen years ago, "recognition" was just another word in the dictionary. Now, because of Globoforce's vision, it is a term that is fundamental to every great workplace around the world. Since recognition is proven to be a key component of culture and motivation, and culture and motivation are at the heart of employees' performance and productivity, it has become apparent that recognition has morphed into a business imperative and is a crucial factor of business success.

Globoforce's internal employee engagement efforts have equated to tireless work to make recognition a powerful tool for managers worldwide, including some of the largest companies in the world like JetBlue, Symantec and The Hershey Company. Recognition is what drives employee engagement, motivation and loyalty, improves a company's productivity and profitability, and builds relationships. According to a new survey from Globoforce, 40 percent of employees were not recognized by their respective companies in 2015. That number is far too high, and one that Globoforce is determined to change, as the survey also found that when employees were recognized for their work, 86 percent felt prouder and happier at work. Based on these findings, Globoforce is committed to improving the future of work, starting with focusing on their own employees first.

As a result of Globoforce's dedication to employee recognition and employee engagement strategy, Globoforce has been named a Great Place to Work by the Great Place to Work® Institute, and a three-time "Top Place to Work" by the Boston Globe. In a recent company survey, 97 percent of Globoforce's employees said they felt appreciated at work, 99 percent wanted to remain at the company for a long time, and a full 100 percent said they were proud to tell others where they work. These company accolades demonstrate that employee appreciation and recognition top the list of things that differentiate great workplaces from mediocre workplaces, as how a company thanks or appreciates its employees is explicitly part of the criteria that's used to determine great places to work.

Provide an example of a specific challenge, solution, and the outcome using specific data and/or metrics (where possible):

Traditional years of service awards do not work, and do not engage employees. That is the challenge that Globoforce has faced, and the challenge they sought to overcome through the company's creation of Service Timelines. Stemming from years of collecting data about what employees want, Globoforce realized that traditional years of service celebrations are perfunctory, inconsistent, ignore individual contributions and, above all, have not evolved with the needs of new generations. Additionally, years of service programs do not typically include details about an employee's career, which makes them highly impersonal.

The goal of Service Timelines is to transform the traditional, decades-old approach to service anniversaries into powerful moments of inspiration, in order to ultimately increase employee happiness, engagement and retention. Service Timelines is designed to significantly improve an employee's work anniversary experience and make them feel more inspired and valued for their contributions.

Service Timelines is also intended to help remind employees of their strong work community by reinforcing ties to managers and peers. The technology realigns employees with their company's vision, mission and values through shared stories, images and congratulations, and helps to unite a more engaged workforce, give employees a greater sense of meaning in their lives, and make them feel valued and appreciated not only by their managers, but also by their peers.

Service Timelines is well-aligned with Globoforce's goal as an organization to create a more engaged, more motivated and, above all, happier workforce, where employees feel valued and feel a sense of meaning in their work. As a company, Globoforce set out to transform the modern workplace using the power of thanks, and the power of emotional connections among colleagues, and Service Timelines is in alignment with that vision.

Research conducted by Globoforce showed that years of service awards that deliver an emotional impact, such as Service Timelines, are more effective in boosting both employee engagement and a company's bottom line. As a result, according to Globoforce's Spring 2014 Workforce Mood Tracker, 77 percent of employees surveyed said service awards that deliver an emotional impact made them feel highly engaged. Additionally, 81 percent felt more valued and 89 percent had more pride in their work. Employees also reported being 22 percent less likely to search for a new job if their peers were involved in their anniversary experiences, and were 31 percent more likely to say they loved their jobs. This data proves how Globoforce's Service Timelines has a direct impact on improving employee sentiments at work, both internally at Globoforce, and at companies around the world.

Explain why your team/organization should be considered an industry leader in this category – What are you doing that other organizations are not?

Employee engagement is at the core of the great workplaces that Globoforce strives to create, both internally, and for its impressive roster of clients around the world. Globoforce stands out from the competition because they're not only creating revolutionary products designed to enhance employee engagement, but the company CEO, Eric Mosley, has written a thought leadership book called, The Power of Thanks, which provides a blueprint for HR and business leaders to improve company metrics, such as engagement, through recognition and thanks.

Further setting Globoforce apart as an industry leader, is the company's creation of the WorkHuman movement and conference, which is designed to help companies create
more inclusive and human workplace environments, and enact a truly profound change in the way organizations structure their identity and culture.

The inaugural three-day WorkHuman 2015 conference, held in Orlando, Florida, served as a stage on which the future of the modern workplace could be exhibited. Here, Globoforce united top thought leaders, including Huffington Post editor Arianna Huffington and acclaimed actor Rob Lowe, to discuss the power and potential of bringing humanity into the workplace. Their keynotes inspired the nearly 500 attendees from 258 companies across 34 states and eight countries to not only engage in the revolutionary work Globoforce is doing with employee recognition, but also realize and unlock the powerful potential of a more human-centric workplace.

Thanks to the success of WorkHuman 2015, WorkHuman 2016 is scheduled for May 9-11, 2016, and will feature keynotes from actor Michael J. Fox, social psychologist Amy Cuddy, and author and happiness expert Shawn Achor. Participants will have the opportunity to engage in workshops and discussions highlighting the work that some of the world's top companies have done to improve employee satisfaction and drive real, measurable results. Through

interactive case-studies and expert insights of industry leaders, attendees will see the deployment of Globoforce's thought leadership in action, and witness the measureable impact that social recognition has on improving employee engagement and, subsequently, improving the future of work.

Please post any links to articles, whitepapers, speeches, or other published content to support the nomination. You may also upload supporting PDF documents below:

Top Place to Work: http://www.globoforce.com/news/press-releases/globoforce-place-boston/
WorkHuman video: http://www.workhuman.com/#homeVid
Service Timelines: https://www.youtube.com/watch?v=Pfrv28xoOV4
Great Place to Work: http://www.greatplacetowork.com/2013-best-small-workplaces/globoforce
Globostars: http://www.globoforce.com/careers/benefits/

CATEGORY – HR PRACTICES – Innovation in HR Technology – FOUR TOTAL FINALISTS

Entry 1:

Nominee Name: Matt Leckrone
Nominee Title: Business Executive/HR Connect Executive Sponsor
Nominee Organization/Company: Bank of America

A summary of why the team/organization should be considered for the Innovation in HR Technology award:

On January 1, 2016, Bank of America introduced an innovative global HR tool as the new single access point for all online HR information, pay, benefits and career resources worldwide. HR Connect was named to capture the essence of the bank's vision for the new site, improving and simplifying how employees in over 35 countries throughout Europe, the Middle East, Africa, Asia Pacific and the Americas experience their HR resources.

Bank of America's global reach, high complexity and regulatory requirements create a challenging environment. But with strong deployment expertise, a well-thought-out and tightly managed program, and continued advances to meet the organization's complex HR technology needs, Bank of America is proof that a transition of this size and complexity can be executed to the highest level.

HR Connect features consolidated HR content, intuitive navigation, and simple online access to all HR services and resources. Highlights include:
• A personalized dashboard for U.S. employees that provides a personal snapshot of each individual's pay, retirement and savings, benefits, learning and career, recognition, and more (Development of personalized dashboards for locations outside the U.S. are underway.)
• Convenient simplified sign-on access to transactional site for 401k, health, equity, learning and more
• Quick links to all the important HR information and sites - with the bank and third-party vendors
• Easy-to-read menus and intuitive site navigation
• Timely notifications and announcements to keep employees informed about what's available and remind them when to take action

To complement the HR Connect features and functionality, the bank also introduced the cloud-based transactional tool Workday. The two platforms streamline the user experience and make it much simpler to perform HR transactions. With Workday, employees can make updates to their professional profile directly from LinkedIn®; quickly view, print or export team organization charts; and create performance goals and development plans to manage progress against goals. With this year's launch, the bank retired over 50 legacy systems and created commonality of process and experience around the world.

The company is delighted with employee response to HR Connect. It is increasing employee satisfaction and engagement, and creating a greater return on investment in employees for the organization at large. As of March 1, 2016, 217,694 unique visitors accessed the site, 194,684 users visiting more than once. Total page visits for all of HR Connect since the launch nears 2.4 million.

Employees say there have been huge strides in their online HR experience, and that their new gateway to HR tools and applications is comprehensive, yet easy to navigate and use. The response perhaps is best summarized by an employee comment received during launch week, "Great Job! Transformations of this size are challenging to say the least. While change is always different and will take some of us a bit to find everything again, this move is a credit to HR. The ability to see my data in one place as an employee (benefits, learning, retirement $, pay, timekeeping, etc), the ability as a manager to keep track of everything from open positions to performance plans and the benefit to the shareholders of a

SIMPLIFIED suite of HR systems. Great job to all who have been working the details to make us better all around."

List the major contributions and accomplishments that the recruitment team made:

Functioning as the online hub for employees to access information about pay, benefits, career and employee programs, HR Connect's impact is far reaching. Employees are able to find and understand all the varied programs and benefits available to them; and U.S. employees have a personal and consolidated view of their pay and benefits with Bank of America.

Functional capabilities and technical innovations include:
• Personalization engine for U.S. employees that provides a detailed summary of benefit choices, pay, retirement and savings, insurance, learning and career, recognition, and work and life. This dashboard-style view of each employee's benefits is customized to the specific benefits they have and use.

• Simplified sign-on process that greatly improves the user experience and controls security access points for employees. Once a user is signed into HR Connect, it is simple to access other bank and third party vendor sites and resources.

• Globally targeted content is tailored and specific to every user. Information, resources and tools are targeted by region, country, line of business, and for the individual employee. The employee sees only what applies to them.

• Timely announcements provide targeted messages and notification of time-sensitive HR actions that must be taken. The announcements also provide information about the benefit programs employees can explore and take advantage of at Bank of America. Employees get what they need to know, when they need to know it.

• Impersonation and super impersonation tools were used during the site build and are invaluable during ongoing testing and maintenance. The impersonation tool allows support personnel to impersonate users and test functionality, while protecting confidentiality. The super impersonation tool allows a limited number of support personnel to see confidential data on the site as if they were a different user.

• Designed using Twitter bootstrap to allow for a responsive web design that supports multiple device form factors and operating systems. Upcoming mobile-enabled technology will allow employees to access HR information, tools and resources anywhere, anytime, using hand-held devices and mobile phones.

• Life Events tab offers support throughout the employee life cycle and in the moments that matter most in their lives. The new Life Events pages offer information and expert guidance, such as a complex leave of absence, retiring from the company, and support for a terminally ill employee.

• Fully accessible ADA compliant site which meets the needs of the bank's disabled employees.

User interface and employee experience highlights:
• Three-level mega menu navigation allows easy access to relevant content and task-based paths. The top level contains the primary content categories - Money, Time, Benefits, Career, Workplace, Life Events - reflective of the way employees think about their HR resources and taking actions. HR Connect's Level 2 and Level 3 subcategory pages stay persistent within the primary section to help employees understand what they can learn about and do next.

• Information architecture is contextually meaningful and focused on core user activities. The task-based information architecture supports basic HR activities with personalized information and includes multiple quick links to secondary activities and HR transactions.

• Presentation templates include standard page designs which are used across the site for a consistent presentation. This makes it easier for employees to find content and allows for a more streamlined system and content maintenance and governance.

• System performance has been stellar. As of March 1, 2016, there have been a minimal number of production support incidents and the system has remained stable for end users. The average page load time is 1.4 seconds.

How they have contributed to the overall mission, strategic plan, and/or brand of the organization:

HR Connect fits into Bank of America's strategic plan by delivering a unified experience across the global HR online ecosystem, and is part of the bank's 'Simplify & Improve' efforts, which are aimed at making work easier for employees and the company less complex and more productive. With the implementation of HR Connect, interactions are simpler and employees are directly connected to their personal HR information and tools. HR Connect provides employees better awareness of the full value of the pay and benefits they receive, as well as all the benefits and programs available to them.

In the development of HR Connect, it was important that the employee experience was highly personalized and reflected the company's brand, culture and employee value proposition. Inspired by the bank's brand purpose, "to help make financial lives better, through the power of every connection" and guided by the operating principle, "to make Bank of America a great place to work," we recognized an opportunity to simplify employees' work life and to more meaningfully connect them with all the bank has to offer. HR Connect was the forward-thinking technology to provide a simpler, personalized and more-connected employee experience, while making it easier to access benefits, career resources and other programs, and to perform all HR transactions.

Provide an example of a specific challenge, solution, and the outcome using specific data and/or metrics (where possible):

Impersonation Tools
System testing was a significant challenge faced by the development team due to the high level of HR Connect's personalized content and confidential dashboard data. Supporting this highly personalized application became extremely difficult without having to create hundreds of test users with different data. To alleviate testing issues and system support challenges, the team built creative impersonation features into the application which are paramount to delivering personal information to employees, without comprising security and confidentiality.

The impersonation and super impersonation tools allow support personnel to modify their own data to match that of an employee reporting an issue or when testing a specific-use case. Additionally, since the application houses confidential personal and compensation data, a super impersonation role was built to allow specific support and testing personnel to see the site as if they were the user but authenticating with their own credentials. Without the impersonation features, testing and supporting this type application in production would have been extremely difficult, if not impossible.

User Research
User research played a pivotal role in support of the project. Personas were developed through a series of interviews and were used to help the broader project team understand the end users and their goals. Surveys and data mining were used to understand and validate the top tasks for employees and managers, and card sorting and tree testing activities were created to influence the information architecture and final labeling and organization of the content presented on the site.

During the design process, the team conducted observation studies with employees and managers. These studies helped

refine the design from an end-user perspective, and also provided insights to the Communication and Employee Readiness teams. Additionally, we conducted a series of baseline measurements with employees related to content findability, ease of use, quality of content and general satisfaction. These are being used as ongoing measurements to show improvements over time.

Life Events Resources

To meet the growing needs of employees looking for information and resources to make important life decisions and actions, the team created a new Life Events section for HR Connect. Life Events offers support throughout the employee life cycle and in the moments that matter most in their lives. Life Events offers information and expert guidance in situations such as a complex leave of absence, when an employee is retiring from the company, when an employee is having a baby or adopting a child, and when support for a terminally ill employee is needed.

Explain why your team/organization should be considered an industry leader in this category – What are you doing that other organizations are not?

HR Connect was visioned, designed, developed and launched through the efforts of Bank of America employees themselves. Over a 24-month period, the HR Connect architecture and content development was performed by multiple teams comprised of Bank of America employees. The effort included resources from Global Human Resources, Technology and Communications, teamed with HR product owners and Service Delivery partners. These teams created the vision and were able to customize the site to the needs of their fellow employees as they performed the 'ground-level' work. All the site content is owned by the HR line of business and managed by the Channels team using a web-based content management system.

The team created an HR-focused experience by taking it out of the enterprise portal, and went through a holistic content re-write to simplify language and create a task-based design with consistent nomenclature across a huge HR division. The result is a simpler platform that offers greater consistency of execution and experience. Employees can more easily access personalized, relevant information, navigate between transactional systems, and obtain help through the most appropriate channels.

Global HR recently had the opportunity to present HR Connect to Merrill Lynch clients as part of an overall conference for Bank of America / Merrill Lynch offerings. Multiple clients expressed interest in HR Connect and were amazed to learn it was an in-house product. It was extremely well received and clients even asked if HR Connect was a product that would be made available to clients in the future.

Having successfully launched HR Connect across the enterprise, the team now is focused on growing and improving; and an employee experience team has been organized to help identify opportunities for continuous improvement. Some of the efforts underway include:
• Launching a new Total Rewards summary in June 2016 which will provide a consolidated view of the total value of working for Bank of America - further demonstrating the employee value proposition
• Continuing to customize and enhance content for employees in all geographic locations
• Expanding the scope of the employee dashboard outside the U.S. in 2017
• Making HR Connect completely mobile-enabled and providing off-network access for active employees
• Creating an employee experience team to identify opportunities for continuous improvement

Many organizations talk about attempting to reach the "holy grail" of a common global solution and processes and a single HR portal across geographies. Bank of America is a proof point that disrupting a legacy environment of multiple platforms and unifying under one can be done with excellence, while achieving a great customer experience. Innovative thinking, a focus on employee experience and site consistency, along with the HR Connect's integration with Workday, creates inspirational results for Bank of America employees and is a model to the HR industry worldwide.

Please post any links to articles, whitepapers, speeches, or other published content to support the nomination. You may also upload supporting PDF documents below:

• HRC Video- Available upon request
• Snapshots of the following items are included in the attached document.
- HR Connect screenshots
- HR Connect articles
- Flagscape articles
- HR Connect employee emails
- Posters, Tent Cards, and Digiscreens

Additional nominee noted below from the technology organization-
Full Name - Sean Newcomb
Title - Business Executive-Technology/Head of Technology - Global HR, Marketing & Corporate Affairs
Company - Bank of America

Supporting documents upload:

HROA Award_Supporting Materials_030116pptx.pdf

Entry 2:

Nominee Name: Jennifer McCarthy
Nominee Title: Deputy Director, Human Resources Division, Office of Administration
Nominee Organization/Company: U.S. Department of Justice, Office of Justice Programs

A summary of why the team/organization should be considered for the Innovation in HR Technology award:

In response to mandates to reduce leased space held by federal agencies, the Office of Justice Programs (OJP), in the U.S. Department of Justice, initiated a comprehensive multi-year strategy designed to reduce our real estate footprint in Downtown Washington, D.C., and create a state-of-the-art workplace focused on enhanced productivity, flexibility, and collaboration through shared resources and employee mobility. A critical piece of this strategy was the implementation of a shared, organization-wide enterprise technology system that empowered our entire multi-sector workforce to maximize the benefits of our new environment, and supported their ability to be mobile within and outside our facility. To address this need, OJP's Human Resources Division (HRD) partnered with AgilQuest Corporation to acquire and thoroughly customize the OnBoard software solution – re-named "OJP BookIt" – for our workforce. As a result, in April 2015, OJP's HRD officially launched OJP BookIt – a robust, online, user-friendly workplace scheduling system that allows our employees to easily identify hundreds of individual and collaborative workspaces throughout our building.

OJP HRD's employee-focused implementation of this system – combined with its socialization, marketing, and training efforts – facilitated our goal of increased employee mobility and enriched work/life balance. Thanks to the vision, determination, and dedication of OJP's

HRD, we now have a user-friendly technology system that fully supports our new, modern workplace and empowers our employees by providing them with the innovative tools they need to succeed on a daily basis.

List the major contributions and accomplishments that the recruitment team made:

OJP HRD realized that in order for OJP BookIt to be successfully implemented, the internal team assigned to the project needed to be innovators within the Federal government environment, knowledgeable of IT systems, intimately familiar with our organization's daily operations, and able to navigate the nuances of a large culture change. OJP HRD was successful in assembling such as team and the results surpassed all expectations.

Thanks to the strategic creation of this team, we now have an empowered workforce that can decide how and where to work each day. Utilizing OJP BookIt's user-friendly interfaces – including two touch-screen kiosks and tablets outside of each conference room – employees are using this shared technology to identify spaces to meet and work. Our employees are now proactively venturing beyond their office footprints to collaborate – both in-person and virtually with off-site colleagues and customers – in a variety of high-tech conference, meeting, and team rooms; they are also accessing an assortment of mobile workstations (such as standing desks) as well as small, private rooms to conduct heads-down, focused work. They can also use the system to locate colleagues throughout our two mobile neighborhoods and in conference rooms throughout our building. Moreover, OJP is now able to accurately track organizational usage of our mobile workstations and conference rooms, supporting a data-driven approach to examining how we use our office space.

For these reasons, along with the others annotated throughout our nomination, OJP HRD's efforts to assemble the right internal team was key in transforming how and where our employees work each day.

How they have contributed to the overall mission, strategic plan, and/or brand of the organization:

By way of background, OJP is a component of the U.S. Department of Justice. We provide innovative leadership to federal, state, local, and tribal justice systems, by disseminating state-of-the art knowledge and practices across America, and providing grants for the implementation of crime fighting strategies. As stewards of Federal funds, we initially embarked on our workspace journey in response to mandates from the U.S. Office of Management and Budget (OMB) for the Federal government to reduce its real estate footprint. Our primary goal was to consolidate two buildings into one. However, we ultimately created a detailed strategic workspace plan that yielded a well-designed, modern and inviting space that embraces mobility, and exemplifies the value we place on our people, what they do, and the expertise they offer to the criminal justice community.

OJP HRD's thoughtful implementation of OJP BookIt was critical to the success of OJP's larger strategy and change management effort to cultivate an agile, mobile workforce through the implementation of organization-wide technology that supports the use of shared resources. OJP BookIt was launched from a human resources, change management, and employee engagement perspective, focused on socializing new technology to meet the varied technological skillsets of our multi-generational workforce. The system successfully facilitated the mobility that we sought for our employees; it is akin to an internal commercial travel site that allows our workforce to move seamlessly throughout our facility. Our workforce successfully uses the system daily, and it is now considered an integral part of our workplace. Although we are comprised of approximately 1,100 federal employees and contractors, working in 15 bureaus and offices, OJP BookIt brings us closer to our overall organizational goal of working as "One OJP" in support of the criminal justice community.

Provide an example of a specific challenge, solution, and the outcome using specific data and/or metrics (where possible):

OJP BookIt was key to our larger effort to seamlessly consolidate two buildings into one location. This consolidation is projected to save both our organization and employees more than $5.2 million in the first year alone (see attachment: "OJP Workspace Story"). Our employees now enjoy increased autonomy in moving throughout our building, and they routinely express their satisfaction (see attachment: "Staff Feedback and Statistics"). Currently, OJP BookIt has recorded over 12,000 successful, previously undocumented workplace reservations (see attachment: "Staff Feedback and Statistics"). More than 300 employees participated in six voluntary online "BookIt Basics" live training sessions to

acquaint themselves with the system; in fact, our largest number of online attendees (124 participants) was during an inclement weather day when the Federal government was closed to the public and our employees were teleworking – this demonstrated to us that our employees were engaged! Hundreds of other employees watched our recorded trainings, our promotional video, and downloaded our many job aids from our dynamic internal OJP BookIt web site (see attachment: "Customized BookIt Web Site").

Explain why your team/organization should be considered an industry leader in this category – What are you doing that other organizations are not?

In most cases, technology like OJP BookIt is launched from an organization's information technology or building support division (not human resources). However, given that OJP BookIt was a critical tool in connecting our workforce to their new environment, OJP's HRD sought ownership of the system to launch it from an employee engagement perspective. Indeed, there was close collaboration among OJP HRD and our IT and building support components; however, the responsibility for virtually all aspects of the system was assumed by OJP HRD.

OJP HRD's primary goal in leading the implementation of the system was to give it a "personality" – a brand with a logo, color scheme, video, web site, user-friendly support (in-person and online), and most importantly, a designated, highly-visible HR representative who was well-known within throughout the organization and could support all 1,100 users in transitioning to OJP BookIt. Socializing the system months in advance was also a core component of engagement approach: infusing OJP BookIt into one-on-one hallway conversations, break room chats, small and large office/team meetings, manager/supervisor meetings, senior leadership meetings, and OJP-wide Town Hall meetings with all staff. One of the most frequent comments received from employees upon seeing the HR BookIt representative was, "Wait, you're from HR and you're implementing BookIt?" These exchanges allowed us to answer questions, listen to concerns, and correct misinformation, but most importantly, this process supported our employees in feeling heard and connected, while preparing for the new system.

The intent of this approach was to demonstrate to our employees that their HRD was, and continues to be, invested in the quality of their daily work experience by taking ownership of an important system that impacted agency working conditions. Moreover, this was an opportunity to further minimize the gap that can exist between technology and the people designated to use it, while fostering a closer connection between our employees and their environment. OJP HRD turned a technology tool into a form of employee engagement, and this approach continues to serve our organization on a daily basis.

Supporting documents upload:

OJPBookIt_Staff Feedback and Testimonials.pdf
http://www.hrotodayforum.com/wp-content/uploads/2016/03/HRO-Today-2016-Awards-Office-of-Justice-Programs-OJP-BookIt.pdf
http://www.hrotodayforum.com/wp-content/uploads/2016/03/OJP-BookIt_Link-to-Promotional-Video.docx
http://www.hrotodayforum.com/wp-content/uploads/2016/03/OJP-BookIt_Sample-Marketing-Materials.pdf
http://www.hrotodayforum.com/wp-content/uploads/2016/03/OJP-Workspace-Story-1.pdf
http://www.hrotodayforum.com/wp-content/uploads/2016/03/OJPBookIt_Customized-BookIt-Web-Site.pdf

Entry 3:

Nominee Name: Ushma Desai
Nominee Title: Senior Manager, Talent Acquisition
Nominee Organization/Company: Loblaw Companies

A summary of why the team/organization should be considered for the Innovation in HR Technology award:

Loblaw wanted to align the corporate and employment brand strategy and recruit the best talent while reducing overall cost of hire. We wanted to be first to market in the Canadian grocery retail category with video recruiting and interviewing and implemented videoBIO Recruiter. We rolled out with a national campus recruiting project for the Loblaw Pharmacy brand. This technology allowed us to streamline the National recruiting process while ensuring a more convenient candidate experience by creating multiple touch points with the students and ultimately hiring a better quality of candidate.

List the major contributions and accomplishments that the recruitment team made:

The use of video interviewing was spearheaded by HR. The Talent Acquisition team was seeking a technology that would address its need to gain access to, recruit and interview talent to fill roles at its 500 Pharmacies nationally while improving efficiencies in the process. Loblaw's main objective towards using technology for HR purposes is to:
•Simplify HR - efficiently deliver services to our Colleagues.
•Build world class talent - have a deep pipeline of talent and a differentiated value proposition. Technology allows us to define what good looks like, i.e. Leadership Behaviours; Colleague Value Proposition; Diversity & Inclusion, leadership curriculum and build technical skills.
•Enable business growth – Continue to surpass our productivity objectives and have the capabilities to continuously transform.
From the identification of the technology, to getting buy-in from the business to implementation and execution, all was handled by the Talent Acquisition team.

How they have contributed to the overall mission, strategic plan, and/or brand of the organization:

Our goal as part of our overall talent acquisition effort is to build the bench-- finding, developing and keeping the best and the brightest. We wanted to ensure we had the right system that was seamless and easy to use from an applicant standpoint that would ensure the highest number of applications and engagement. Over the last 8 years we have made significant strides in adopting and implementing technology to improve shopper experience in store and in the area of human resources. We were looking for innovation in the type of technology used as well as a productive and lower cost way of running this operation and the video interviewing system allowed for multi-point access for candidates and a more holistic way of assessing candidates from application to hire process. It also provided a more convenient option for busy student applicants to apply from any device, anywhere at anytime within our deadline.

Provide an example of a specific challenge, solution, and the outcome using specific data and/or metrics (where possible):

Overall: lower cost of interview:hire/fill (didn't have to mobilize recruiting team to conduct phone screens or face to face interviews across Canada), easier decision making process (ability to share video responses, rate and shortlist within hiring team), equal:higher response rates, great candidate experience and feedback re convenience and ease of use, more efficient workflow and process, meet and qualify candidates sooner based on added soft skill filters, retain video responses for up to 7 years for future access, fast onboarding and startup process.

Specifics:
•6 video screens can be completed in the time it takes to do 1 phone screen.
•Our 9 campus partners advised that we were the only employer taking this approach with campus hiring so it also proved to be a differentiator with students and presented Loblaw as an innovator and a progressive employer
•347 video submissions received , inline with the number of in person interviews conducted in 2012 and 2013
•63 hours of interviewing time saved by Hiring Manager – approximate cost = $5192

•All Loblaw Pharmacy Directors (Hiring Managers) are licensed Pharmacists, limiting the time spent on interviews means they can spend that providing extended patient care at our Pharmacies.
•Travel and Hotel costs = $22,325 saved
•Overall reduction in time spent on interviewing process. Time spent on conventional format interviews = 30 minutes--lost productivity on behalf of the HR and the Hiring Managers. Versus time spent to review each video submission 4 mins ; total time savings of 150.4 hours
•Reduced total costs by 50% includes travel costs and venue rentals

Explain why your team/organization should be considered an industry leader in this category – What are you doing that other organizations are not?

•The above strategy has been successful for the last 5 years reducing the total number of open vacancies from 150 to 25 at any given time, however with the market changing and one of Loblaw's core values being "Getting Better Everyday" our processes and "go to market" strategy needed to change as well
•We needed to better align with company's brand and strategy of hiring/building the best talent and promote Loblaw Pharmacy as a preferred employer to students nationally in a way that increases awareness to all , reduces cost per hire and still allows us to select the top students in Canada
•Furthermore over the last 8 years Loblaw has made significant investment in technology (SAP, PC Plus , Click and Collect, Joe Fresh online, WorkDay) to deliver the right product to the consumer at the right time.   The use of recruitment technology aligns with this vision and would allow us to streamline the process , ensure a better candidate experience by creating multiple touch points with the students and ultimately hiring a better quality of candidate.

Entry 4:

Nominee Name: Paul Tanguay
Nominee Title: Global Director of Recruiting Strategies
Nominee Organization/Company: UPS

A summary of why the team/organization should be considered for the Excellence in Engagement Strategy award:

UPS publicly announced on October 2015 that it would move to a "Just-In-Time" recruitment model to fill its 95,000 seasonal hiring positions during the 2015 holiday season. Under this newly announced model UPS would hire all of its seasonal employees within a three week period immediately following Thanksgiving. In years past this hiring had taken place over a 10 - 12 week period starting in early October.

UPS Corporate Workforce Planning needed to react very quickly to the newly announced "Just-In-Time" hiring plan and working with TMP Worldwide rapidly put in place an engagement strategy to retain candidates who had expressed an interest (but would not be hired for several weeks) as well as an engagement strategy with local hiring managers to monitor, analyze and optimize weekly applicant flow to ensure all locations met their hiring plans.

UPS Corporate Workforce Planning was able to successfully staff with limited resources at an incredibly high volume during a very narrow window of time amidst increasing competition from many other employers due to the improving economy and (according to the November 2015 DOL report) the shrinking of the voluntary part-time labor force by over 1 million people from 11/2014 to 11/2015.

List the major contributions and accomplishments that the recruitment team made:

Through this multi-pronged engagement strategy UPS Corporate Workforce Planning was able to compress staffing into the three week window, get all the locations the people they needed, and help save the organization through

significantly reduced seasonal payroll expense.

UPS Corporate Workforce Planning delivered the business result that was asked of them through agility, alignment of hiring processes, determination of weekly staffing needs among all locations, assessment of current applicant flow, calibration of applicant flow required and appropriate level of recruitment marketing to drive the required applicant flow that would convert into hires. They are seen as true partners to the field locations committed to each location's success. Working with TMP Worldwide they ensured the candidate experience was engaging, informative, intuitive and easily actionable to apply whether on desktop, laptop, mobile phone or tablet. Working with TMP Worldwide, UPS Corporate Workforce Planning was able to effectively engage with the local field operations to reassure weekly staffing plans would be met.

How they have contributed to the overall mission, strategic plan, and/or brand of the organization:

UPS Corporate Workforce Planning delivered the business result that was asked of them through agility, alignment of hiring processes, determination of weekly staffing needs among all locations, assessment of current applicant flow, calibration of applicant flow required and appropriate level of recruitment marketing to drive the required applicant flow that would convert into hires. They are seen as true partners to the field locations committed to each location's success. Working with TMP Worldwide they ensured the candidate experience was engaging, informative, intuitive and easily actionable to apply whether on desktop, laptop, mobile phone or tablet. Working with TMP Worldwide, UPS Corporate Workforce Planning was able to effectively engage with the local field operations to reassure weekly staffing plans would be met.

Provide an example of a specific challenge, solution, and the outcome using specific data and/or metrics (where possible):

On average over 80% of jobseekers view jobs on company career web sites but do not move forward with creating an application. This is currently true for jobseekers visiting UPSjobs.com, too. TB 360 is a strategy that TMP & UPS piloted in Peak 2015 to improve the number of people who upon visiting the site and leave without creating an application (after viewing a particular job or jobs) later come back to apply for those UPS jobs by reminding them of UPS job opportunities through targeted banners after they had left the UPSjobs.com website.

TMP managed and optimized a TB 360 Retargeting campaign during the Peak season to reach out to people who visited UPSjobs.com viewing specific Part-Time Package Handler & Driver Helper jobs but did not create an application. We reached out to them through targeted online banners appearing on other sites engaging the jobseekers to return to UPSjobs.com and reconsider applying for the UPS job. In the pilot done during Peak 2015 more than 25,000 people came back to UPSjobs to create an application within a five week period.

TB 360 is all about improving candidate conversions to create an application, complete an application and accept an offer which is what UPS needed

TB 360 reached out to candidates who saw a UPS job posting on its TalentBrew site after they left.

TB 360 used tracking tags and conversion codes to provide insight into "influence" of the campaign at a much deeper level than UPS had been able to track before.

TB 360 helped optimize the tracked media that first drove candidates to the UPS TalentBrew career site to continually improve conversion to hire rates.

TB 360 helped UPS get the hires UPS needed when they needed them & where they needed them.

We further qualified the target job categories with 10 prioritized DMAs:

Package Handler Jobs & Other Seasonal Jobs in:

Chicago, IL - Suburbs; Rockford, IL; Louisville, KY;

Chelmsford/Boston, MA; Minneapolis/St. Paul,

MN; Portland, OR; Harrisburg, PA; Nashville, TN;

Dallas/Fort Worth, TX; Seattle, WA

Results:

25,000 apply-clicks
-       $5.53 CPA
-       Drove roughly an 8% - 10% lift in apply-click conversion rate for seasonal jobs in target DMAs during an incredibly tight window to drive high-volume applicant flow that needed to convert into hires.

Explain why your team/organization should be considered an industry leader in this category – What are you doing that other organizations are not?

With the help of TB 360 retargeting programmatic strategy UPS was able to drive the hires (whether on laptop, desktop, mobile phone or tablet) it needed to support the growth of its business within a shrinking US labor pool and increased competition from many other employers.

Its level of partnership with the recruiting teams at the field level to determine the level of applicant flow required and the ability to calibrate the amount of media outreach required to drive those hires is industry leading.

The tracking that TB 360 uses provided insights into job seeker latency behavior that UPS suspected but previously did not have the data to support.

The TB 360 campaign to help UPS with its seasonal and part-time hires was so successful UPS is now implementing TB 360 throughout 2016 to support all of its hiring needs.

We know of no other organization that has deployed this technology that aligns a specific job with targeted messaging and tracking to drive targeted applicant flow to support large-scale "Just-In-Time" hiring within such a short period of time and execute so cost-effectively.

Please post any links to articles, whitepapers, speeches, or other published content to support the nomination. You may also upload supporting PDF documents below:

http://www.wsj.com/articles/ups-reports-surprise-revenue-dip-1445947423

http://www.nbcnews.com/business/business-news/inside-madness-ups-rushes-deliver-holiday-gifts-time-n483796

http://www.cnbc.com/2016/02/02/ups-reports-fourth-quarter-earnings.html

CATEGORY – HR PRACTICES – Employee Services & Wellness Excellence – TWO TOTAL FINALISTS

Entry 1:

Nominee Name: Janel O'Connor
Nominee Title: Chief Human Resources Officer
Nominee Organization/Company: Sikich LLP

A summary of why the team/organization should be considered for the Employee Services & Wellness Excellence award:

Over the past two years, Sikich LLP has done an exceptional job with creating a culture that embraces Wellness. Our Benefits & Wellness program is far more than a one-time event, and encompasses consistent and practical wellness opportunities for employees and partners to live healthier lifestyles. At the core, we strive to provide our workforce quality worksite wellness, as having a productive and happy workforce leads to a healthy firm bottom line. All of our wellness activities strive to reach the mission, "To develop a culture of wellness that will encourage lifelong healthy lifestyle choices and attitudes, which will benefit our employees, their families, and the community."

List the major contributions and accomplishments that the recruitment team made:

Many collegiate candidates are looking for companies that invest in culture building programs such as Wellness, Volunteering, and Learning. When candidates are educated about our Wellness Program from Talent acquisition, or others, onsite at collegiate fairs, prospective employees are able to see the value of how a wellness program can benefit them and their families.   This in turn elevates their interest in Sikich.
When looking at contributions and accomplishments the Benefits & Wellness team has made over the past two years, to increase our appeal to candidates are vast.
The first significant contribution surrounds our annual wellness challenge. Our most recent wellness challenge focused on the employee's overall well-being by incorporating stress management techniques to help improve energy, and enhance focus and resilience. This focus on overall well-being was very well received by employees as 67% of survey respondents indicated they became more aware of their daily activities that impact stress management as a result of the program and 39% of respondents indicated they changed or developed a healthy habit over the course of the 12 weeks.
The second contribution relates to wellness reimbursements. Living an active lifestyle is something we value at Sikich, and that's why we provide our employees with an annual Wellness Reimbursement. This wellness reimbursement can be used towards gym memberships, races, fitness classes, activity trackers (Fitbit, Jawbone) and much more. The dollar amount to this benefit has increased to $150 annually within the last 2 years.

How they have contributed to the overall mission, strategic plan, and/or brand of the organization:

Sikich Benefits & Wellness has made a positive impact on the mission and brand of Sikich LLP. At Sikich, we hire top talent exhibiting excellent technical competence, and provide them an environment to prosper both as a professional, and grow personally. Our Wellness program that is designed solely for personal growth of our employees.

Provide an example of a specific challenge, solution, and the outcome using specific data and/or metrics (where possible):

One of the challenges the Benefits & Wellness team faced within the past year, was change management surrounding mandatory biometric screenings. In prior years, biometric screening was optional, however, in 2015, to increase

wellness awareness throughout the organization, employees and partners were required to complete biometric screenings, if they would like to receive firm HSA contributions.

This transition was difficult for most of our employee population. We facilitated a smooth transition for our employees by offering this screening at no charge to our entire workforce, including those not on our healthcare plan, coupled with onsite screenings at our larger offices. This approach eliminated extra effort and time our employees would have absorbed with appointments outside of their work hours.

One success story surrounding the mandatory biometric screenings, resulted in each employee having an increased awareness of their overall health and wellness, through the expensive 37-panel test. Armed with her information, employees and their families are now able to put a plan into place to increase their overall health.

Explain why your team/organization should be considered an industry leader in this category – What are you doing that other organizations are not?

Sikich is considered a leader in wellness based on available resources, our on-location wellness amenities, dietitian support, wellness education, and medical needs brought on-site.

Sikich has a dedicated Benefits and Wellness Team, consisting of a Benefits Specialist and Wellness Coordinator, who help Sikich stay on top of the trends in the wellness industry. We also have amenities at our various locations to promote healthy lifestyles. Specially, at the Corporate location, fresh fruit is provided in the cafeteria, onsite fitness center, gardening plots, outdoor volleyball and basketball courts, walking trails, and walking stations. In addition to the on-site amenities, we bring wellness providers at many of our locations. Those provides administer the annual biometric screenings and flu shots, open to employees and spouses.

The most recent survey provided to our employees asking about workplace wellness culture supports that our employees recognize the value of our programs and resources. 96% of respondents agree that Sikich values and promotes their own health and well-being, while 90% agree that encouraging a healthy lifestyle is a priority for their Partner and/or Manager. We also had 92% of respondents agree that living a healthy lifestyle is easy to do at Sikich, and 91% agreed that the benefits and wellness programs and services offered meet their own personal needs.

Lastly, we offer a robust wellness training catalog. Courses focus on healthy eating, interpreting biometric screenings results, Stress Management, through topics such as, "Is sitting the new smoking?".

Please post any links to articles, whitepapers, speeches, or other published content to support the nomination. You may also upload supporting PDF documents below:

Sikich has been named one of the Best and Brightest in Wellness® companies in the nation through the National Association for Business Resources in both 2014 and 2015. This program honors companies and organizations that recognize and celebrate quality and excellence in employee and worksite health. The Best and Brightest in Wellness survey we submit for the award is returned to us in a report comparing our performance with the national average score of other organizations. We scored higher than the national average in 5 out of the 7 categories including culture and environment, employee input, leadership, benefits and programs and overall average.

Sikich has also received recognition from the American Heart Association as a Gold Fit-Friendly Worksite in 2015 for creating a culture of wellness and providing our employees with more options to make healthy choices.

Supporting documents upload:

Wellness Awards.pdf

Entry 2:

AWARD TYPE: Employee Services & Wellness Excellence Award

Nominee Name: Dane Friend
Nominee Title: CHRO
Nominee Organization/Company: Baylor College of Medicine

A summary of why the team/organization should be considered for the Employee Services & Wellness Excellence award:

Baylor College of Medicine believes that to have a culture of health and wellness it must develop a program that will inspire employees individually to participate in their personal wellness while also bringing the employees together as a team to foster an overall culture of health. This is challenging because of BCM's diverse and dynamic workforce. Therefore, BCM BeWell strategizes to have something for everyone and is designed to meet an employee where they are in their wellness journey and also give many options and flexibility for the employee to pursue healthy living. This individual aspect of the program is then woven into a team effort through college wide challenges, friendly competition among departments for wellness portal tier progress and encouraging team event participation. BCM BeWell is relatively young but the popularity and engagement of the program has grown exponentially and many inspiring and positive employee testimonials have been received. BCM BeWell is intended to be a program of the employees for which they have some ownership by utilizing their participation and input. To enhance participation, BCM implemented a wellness portal to centralize the health and wellness initiative where all employees can come together for the common cause of healthy living. Also, different departments through the college collaborate to bring healthy living and wellness to the forefront. An example of this collaboration is an education component to the program led by employees for the employees called DocTalks. An employee who is a subject matter expert on a health or wellness topic such as dermatology or nutrition speaks to BCM employees during lunch and employees who attend are rewarded with points in the BCM BeWell portal. These points can be redeemed for step tracking devices or gift cards. To address health and wellness issues specific to BCM's population, aggregate biometric screening results and claims are analyzed to identify clinical drivers that could be improved by changing behavior. Education and fitness challenges are developed to target the identified high cost clinical condition such as diabetes, hypertension, and obesity. An example of such a solution is the exercise challenge "Getaway To Good Health" which is a virtual walk from Houston to Panama city to tally a little over 1 million steps in a certain amount of time. The employees made this challenge their own by running internal challenges, walking together, and hanging maps of the challenge. BCM incents employees for participation by offering enough points to purchase tracking devices such as Fitbits and additional rewards for their participation. BCM's initiative of a strong and impactful wellness program has been integral to creating a workplace where employees work toward healthy and well lives.

List the major contributions and accomplishments that the recruitment team made:

The Wellness Team is run through HR and not by the Employment Team. Although the employment team is very active in the wellness program and uses it as a selling point, they do not run the program.

How they have contributed to the overall mission, strategic plan, and/or brand of the organization:

The Wellness plan has greatly contributed to the mission of Baylor College of medicine's academic healthcare environment. Being named the top healthiest employer has greatly reinforced our brand as a healthcare provider, researcher and educator. It shows that we practice what we preach and care enough about our own employees health to focus our resources on it. We also use the wellness program to drive attention to our clinical offers, both internally and externally. We have DOC talks where healthcare providers educate our staff on various health related topics.

Provide an example of a specific challenge, solution, and the outcome using specific data and/or metrics (where possible):

Baylor College of Medicine has seen marked improvement in health and overall program goals since the launch of the program. Venipuncture biometric screenings have been conducted in 2015 with participation of 1,601 employees representing a current 16% increase from 2014 and with projected increase to be 20% by year end. BCM was awarded Houston Business Journal's Healthiest Employer Award for large corporations, which enters BCM as a finalist for top 100 Healthiest Employers in the Nation. Along with the Healthiest 100 award, BCM was awarded the American Heart Association's Fit Friendly Worksite Gold Achievement. Wellness champions have increased to 103 actively engaged champs representing a 106% increase from 2014. Wellness portal utilization increased 41.6% of benefit eligible employees. Event participation has been successful with BCM engaging their first MS150 team with 32 riders with an expectation to have 75 riders in 2016. Aggregate health metrics from biometric screening show remarkable success in a short period of time. Increased health of participants who completed a 2014 and 2015 screening was significant with improved HDL cholesterol by 5%, LDL cholesterol by .9%, triglycerides by 2%, glucose by .5%, BMI by 1.5% and blood pressure by about 3%. BCM expects this initiative to continue indefinitely, gaining momentum toward employees living healthier and well lives.

Explain why your team/organization should be considered an industry leader in this category – What are you doing that other organizations are not?

Our wellness program goes well beyond employee wellness. It aligns with mission as an academic healthcare institution. Our mission at its core is wellness. This includes research, patent care and education. We are leveraging our success in our wellness program for branding and marketing of all our mission areas.

Please post any links to articles, whitepapers, speeches, or other published content to support the nomination. You may also upload supporting PDF documents below:

http://www.bizjournals.com/houston/print-edition/2015/06/26/despite-challenges-baylor-maintains-wellness.html

Supporting documents upload:

BCM BeWell Overview (Dane)2.pdf

CATEGORY – HR PRACTICES – Best Use of Social Media – THREE TOTAL FINALISTS

Entry 1:

Nominee Name: Macy Andrews
Nominee Title: Director, Global Talent Brand
Nominee Organization/Company: Cisco

A summary of why the team/organization should be considered for the Best Use of Social Media award:

The Cisco Talent Brand team has transformed our usage of social media, and in less than a year's time has grown by leaps and bounds as we showcase the voice of our employees. What was once a place to post "hot jobs" is now a branded, humanized effort with a strategy to support it that attracts top talent worldwide. We are fun. We are dynamic. We are engaging – because We Are Cisco.

List the major contributions and accomplishments that the recruitment team made:

As we made great strides on our @WeAreCisco Twitter account, we also created and built out our @WeAreCisco Instagram page and Life at Cisco Talent Brand Blog. These initiatives provided the following accomplishments:

Twitter - @WeAreCisco
- Grown from 1,500 followers to 11,000 since May 2015. On track to hit 15k twitter this year.
- Changed Twitter handle to @WeAreCisco in November.
- Averaging 20K impressions

Life at Cisco Blog:
- Expanded our guest blogger list (employees, TA leadership, recruiters).
- Produced 2 of the top 5 shared blog posts company-wide in our first couple of months.

Instagram - @WeAreCisco
- Have grown channel to over 4,700 since starting in August 2015. On track to hit 7-8k this year.
- Instagram account earns above-industry standard in engagement.
- Campaigns such as #IChoseCisco and #LoveWhereYouWork helped to design Instagram specific content.

Youtube - WeAreCisco
- Launched new We Are Cisco YouTube Channel. youtube.com/wearecisco
- Uploading new videos to channel already over 45 with more on the way!
- 123 Subscribers already with no promotion.

Blab:

-Two of our social media managers speak to 1-2 guests at least once a month via our @WeAreCisco handle. Employees are encouraged to attend.
-Our first Blab had over 700+ live viewers, with over 1100 views in just the first 24 hours.
-Guests range from the VP of Engineering and recruiters to interns and those who have guest blogged on the Life at Cisco blog so that we can share even more of their story.

Along with these efforts we've also stayed committed to our presence on Facebook and LinkedIn, while not being afraid to try out new platforms such as Blab and Periscope. We are also exploring new talent brand channels in China via WeChat.

How they have contributed to the overall mission, strategic plan, and/or brand of the organization:

As we have seen rapid growth & success in our social media accounts, teams across Cisco have taken notice to include our employees, recruiters, and Executive Leadership. This is now truly a place where EVERYONE within the company can share their #WeAreCisco experiences, stories, and why they #LoveWhereYouWork and become the ambassadors to attract talent. As success has been seen more teams have wanted to participate and become more social.

Provide an example of a specific challenge, solution, and the outcome using specific data and/or metrics (where possible):

In early 2015, this is the kind of post you'd find on the Cisco Careers social channels:

"#HotJob - Cisco is #hiring an #engineer in #SiliconValley. Join our team. (link here.)"

Between these job postings and regurgitating what the corporate social channels were posting, we'd get a couple of likes, maybe a repost or two – all from recruiters. No one else was paying much attention (not even our execs.)
So we changed our employment branding strategy. We were going to change, and go fast. Learn along the way.

We started with a mission statement. We thought the employer brand for Cisco hinged on the idea of "personal connections" amongst our employees, with future talent and with our technology. Technology without an impact on people is meaningless, and especially in social, it's all about the human element.

This was a perfect match with Our People Deal, which was created a few months earlier. Directed by our Chief People Officer, Our People Deal was a declaration of the importance of employees, what Cisco expected from them, but also what they could expect from us. Our talent brand team interpreted that as a people-first philosophy. It was like our mission of personal connections was supported top-down.

Here's what we did:

1. Gave our social channels a human voice – we got real.

- Our voice. It's not corporate – I call it our "co-worker" tone. There are real people at Cisco doing "real" cool stuff with real results, amplified by the real people running the social media channels.

2. We put our best advocates – our employees – first.

- We started to post photos of our employees and repost what they say – this way we became an amplifier of their words versus a marketer of what WE wanted to say.

And then yet a step further – we changed our social channels from @CiscoCareers (all about us) to @WeAreCisco (all about our tribe.)

3. We started a recruiting blog focusing on our employees. - http://blogs.cisco.com/lifeatcisco

- Content is the key to any great talent brand, and we thought a blog would be a great place to do this. Plus, we'd be doing things differently – only 9% of the Fortune 500 have a "talent" blog.

Now, we are generating content that the other Cisco channels were excited to amplify and share, rather than the other way around. Each month, between 2-3 posts from the blog are in the top 10 most shared on Cisco blogs. Our Klout score has risen, as we position ourselves as content creators and thought leaders on employee experience.

4. We encouraged the conversation.

- There had never been a clear way for employees to come together as a tribe and share their experiences on social media. We started encouraging the usage of a select few company-wide hashtags to "corral" the conversation.

#WeAreCisco was the strongest "tribal" statement, but we also encouraged #CiscoLife and even created a campaign where we encouraged employee-generated-content around #IChoseCisco and #LoveWhereYouWork

5. We showed we can have fun.

- While staying true to the Cisco brand voice, we all agreed that the talent brand was a subset brand and needed its own nuances. One nuance that we developed was the idea of fun.

The result? We flew high.

We grew our Twitter followers by 400% in 6 months. We launched an Instagram account and earned 2K followers with above-industry engagement in those same 6 months.

We landed on LinkedIn's InDemand employers in North America list for the first time at #26. We topped Resume Library's HR Power 100 list, leapfrogging 140 spots. Twitter verified our account, as did Facebook and Instagram. And, we're driving traffic to our jobs site, which is the most important thing.

Additionally, we trained our recruiter base. One recruiter sent the talent brand team an email that said if we had told her three months ago that social would impact her quality of hire and time to hire, she'd have laughed us out of the room.

Explain why your team/organization should be considered an industry leader in this category – What are you doing that other organizations are not?

With great success, comes great responsibility. :) And the Talent Brand team is no stranger to this. Once we showcased the value of what we were trying to accomplish, we each became thought leaders, trainers, and mentors in this realm for Cisco as a whole. Others have taken notice and asked us to come speak at their events and highlight how we were able to quickly pivot our approach at social media and what we have learned from our experiences.

- We have a Life at Cisco blog. And only 9% of the Fortune 500 companies have a "talent" blog.

- Glassdoor - One of the few companies leveraging Glassdoor as a talent brand tool
Complete redesign of our US page and added India, UK, and France pages, including localized content and country specific job postings.

As a result of our success, we were hosted a joint webinar with Glassdoor on 2/17 titled "How Cisco Approaches Global Employer Branding on Glassdoor"

- We empower our employees!

Example. In Summer 2015, an HR Intern on the Talent Brand team suggested a #IChoseCisco campaign with the vision of having our employees share their stories of why they chose Cisco. Campaign was well received and we had participation from our entire Executive Leadership Team and employees from around the globe.

Please post any links to articles, whitepapers, speeches, or other published content to support the nomination. You may also upload supporting PDF documents below:

How Cisco Approaches Global Employer Branding on Glassdoor:
https://www.youtube.com/watch?v=0GFAdywYwIY&feature=youtu.be

Facebook – www.facebook.com/wearecisco

Twitter – www.twitter.com/wearecisco

Instagram – www.instagram.com/wearecisco

YouTube – www.YouTube.com/WeAreCisco

Glassdoor - https://www.glassdoor.com/Overview/Working-at-Cisco-Systems-EI_IE1425.11,24.htm

Linkedin – https://www.linkedin.com/company/cisco

Supporting documents upload:

HRO Best Use of SM Award Supporting Doc.pdf

Twitter handle (optional)?
WeAreCisco

Entry 2:

Nominee Name: Tracy St. Amant
Nominee Title: Assistant Vice President, Human Resources
Nominee Organization/Company: Phoebe Putney Health System

A summary of why the team/organization should be considered for the Best Use of Social Media award:

Located in a rural part of Southwest, Georgia, Phoebe Putney Health System – comprised of three hospitals, numerous clinics and physician practices – is home to robust specialties including advanced cardiac care, oncology services, neonatal intensive care and more. However, the acquisition of a struggling, nearby medical center nearly five years ago resulted in an extended and very public court battle with the Federal Trade Commission (FTC). The court's involvement created extensive negative press, which significantly decreased the number of applications Phoebe received. The reduction of qualified applicants could have placed the local community at risk for being underserved.

Therefore, immediate action was needed to increase Phoebe's applicant pool. Despite the negative press, Phoebe remained an amazing place to work where employees frequently refer to their colleagues as "Phoebe Family." Despite

its rural location, these small communities have much to offer. Recognizing the need to promote Phoebe's unique culture and talented workforce to a wider audience and to reach and attract the new talent we needed, our team set out to develop a new recruitment strategy. We wanted to encourage members of the Phoebe Family to take pride in being part of an organization that valued growth and the quality care that Phoebe provides.

To achieve these goals and grow the Phoebe Family, we partnered with Cielo to develop our social media presence across multiple channels. As a result, we significantly improved public perception and employee engagement while gaining access to passive and active talent pools that were previously out of reach.

List the major contributions and accomplishments that the recruitment team made:

Our strategy focused on highlighting benefits that are unique to Phoebe and set us apart from the other health systems: 1. HealthWorks, Phoebe HealthWorks is a state of the art wellness facility. Not only does HealthWorks offer the amenities of a traditional gym, it also offers personal training, massage therapy, wellness education and a juice bar; 2. Acute Care Clinic, our onsite quick care clinic for employees and their families provides quality care at the fraction of the cost or time of visiting their primary care physician. The Clinic also offers tele-presence care to our regional facilities expanding the hours of operations and services provided; 3. The Family Tree, The Family Tree Child Development Center provides excellent early childhood care and education for the children of Phoebe employees.

As a result of our efforts, we succeeded in increasing our follower count on Facebook by 59%, on Twitter by 31% and on Pinterest by 64%. The Phoebe Family Facebook page for employee recognition took off in 2015, receiving nearly 930,000 impressions distributed across more than 437,000 users – incredible numbers for a small, rural health system. Applications for open positions increased by 26.2% (23,410 versus the 18,554 received in 2014).

Our team also developed the "Phoebe in Focus" campaign, using the hashtag (#PhoebeInFocus), for use on multiple channels, which aims to make senior leadership more accessible through the posting of selfies and personal messages with all levels of employees. This initiative launched and received tremendous support by Phoebe's Chief Executive Officer, Joel Wernick. Over the course of the campaign, Mr. Wernick submitted more than 200 selfies taken with employees, volunteers, visitors and Board Members throughout the health system. He even captured a selfie with the reigning Miss Georgia and current Miss America, Betty Cantrell, as she visited the pediatric unit supporting her philanthropy, Children's Miracle Network. Phoebe employees loved seeing Mr. Wernick with his selfie stick on the units and in the common areas.

How they have contributed to the overall mission, strategic plan, and/or brand of the organization:

Our recruiters' efforts on Facebook, Twitter, LinkedIn, Instagram and Pinterest have opened the door to a younger audience on channels where they are active and engaged. They changed the conversation from one of legal battles and legislation, to one of quality healthcare delivered by dedicated and compassionate employees. By being authentic in our messaging, we have humanized our organization in a manner that is simply not possible with traditional advertising. This is essential to attracting talent, particularly of younger generations. As a result of our social strategy, we have successfully engaged passive and niche candidate pools that would otherwise remain out of reach.

Provide an example of a specific challenge, solution, and the outcome using specific data and/or metrics (where possible):

A primary push to improve our reputation was to overcome the negative press received as the result of our involvement with the FTC. Local news outlets were promoting many negative stories following the acquisition and the ensuing challenges from the FTC and Georgia's Attorney General. Additionally, the area surrounding the hospital has a media-supported reputation for crime. Combined, these factors overshadowed the positive developments in Albany's

community and the incredible work environment offered at Phoebe which led to a tremendous drop in applications for open positions.

The only real voice for Phoebe during this challenging time were the often negative local media outlets. We realized the need to give employees and the greater Phoebe Family a voice to showcase their love of working for Phoebe and to share their passion for providing the community with high quality care.

To accomplish this, we chose to develop and foster communities through social media. In partnership with Cielo, we built and managed social profiles on Facebook, Twitter and LinkedIn in addition to piloting and growing our presence on Pinterest and Instagram.

An energized network of employee and stakeholder advocates contribute and share content to bring real stories about Phoebe to life. Contributions from across the organization – including Marketing, Human Resources, University Relations, Employee Relations, Phoebe Physicians and Phoebe leaders focus on the unique selling points of being part of Phoebe.

The result of these efforts was an increase in employee engagement along with a previously unachievable penetration of passive and niche candidate pools. Public perception has changed, and applications have increased by 26.2% (23,410 in 2015 versus 18,554 in 2014). Across all channels, we have approximately 5,000 followers – incredible reach for a health system in rural Georgia. We can also proudly say that number continues to grow.

Speaking about the results of our partnership with Cielo, President and CEO, Joel Wernick, said: "Our recruiters, pre-Cielo, no matter how good they were, would never have had the ability to access the candidate universe that Cielo is able to access. That was the unique thing that hooked me; previously we had a small pond that we were fishing in, and immediately we would have access to a very large lake or ocean – not just that it's out there, but that we had efficient access to it."

Explain why your team/organization should be considered an industry leader in this category – What are you doing that other organizations are not?

Phoebe never settles for "good enough" in any area of practice, and social media is no exception. We know that great talent knows other great talent, and by engaging our employees through our social media channels, we have experienced great success tapping into their networks to expand our recruiting reach.
We do not simply post content and hope for the best. Instead, we thoughtfully nurture individual communities with carefully targeted messaging. By focusing on specific audiences such as staff and family, potential candidates and the greater patient population, we have successfully bolstered engagement with each of these groups and significantly improved our ability to access talent.

Please post any links to articles, whitepapers, speeches, or other published content to support the nomination. You may also upload supporting PDF documents below:

Statement on the Cielo (formerly Pinstripe) partnership with Phoebe CEO, Joel Wernick:
https://www.youtube.com/watch?v=qHPJESjc_Rs

Twitter: https://twitter.com/1phoebefamily

Facebook: https://www.facebook.com/CareersAtPhoebe
Pinterest: https://www.pinterest.com/PhoebeCareers/

Instagram: https://www.instagram.com/1phoebefamily/

LinkedIn: https://www.linkedin.com/in/CareersAtPhoebe

Entry 3:

Nominee Name: Paul Tanguay & Matt Lavery
Nominee Title: Global Director of Recruitment Strategies
Nominee Organization/Company: UPS

A summary of why the team/organization should be considered for the Best Use of Social Media award:

It is important to understand that Social and Mobile are very much intertwined. Because we realized this early on we were able to capitalize on that relationship between the two technologies and leverage it on the UPS career site TalentBrew platform.

As they grew, our sourcing channel grew. From twelve hires on Facebook and seven hires from Twitter six years ago, Social and Mobile has now become UPS's largest source of trackable hires.

List the major contributions and accomplishments that the recruitment team made:

"Social Media & Mobile Marketing Cross-Media Integration" is at the heart of UPS's recruitment & engagement strategy. From a modest start of only 19 hires (7 from Twitter and 12 from Facebook) seven years ago to driving over 48,000 hires in 2015.

How they have contributed to the overall mission, strategic plan, and/or brand of the organization:

UPS is communicating to jobseekers where the jobseekers are most comfortable (Social & Mobile) rather than expecting them to come to the UPSjobs.com web site on their own. UPS's website created in responsive web design is completely mobile-friendly for job content, job search and job apply.
It has been a process of continual tracking, analyzing and optimization that has yielded incredible results.

Provide an example of a specific challenge, solution, and the outcome using specific data and/or metrics (where possible):

Challenge

UPS is a global leader in logistics, offering a broad range of solutions including the transportation of packages and freight; the facilitation of international trade, and the deployment of advanced technology to more efficiently manage the world of business. While historically sourcing much of their high-volume hires in the United States through job boards, print and radio advertising, UPS realized job seeker behavior was changing, thereby decreasing the effectiveness of traditional recruitment channels. The company turned to TMP Worldwide to develop a new strategy to make up for this sourcing deficit enabling UPS to attract, engage and recruit more candidates more effectively.

Solution

Because UPS is a proven early adopter of online and wireless technologies to continually improve the ways it serves its customers, the company understood the value of leveraging these technologies for recruitment initiatives as well. TMP

Worldwide developed an integrated social media and mobile marketing campaign enabling UPS to communicate with job seekers in a more convenient, relevant and engaging manner while driving a more efficient candidate flow.

Tactics

To boost the UPS social media footprint for recruitment TMP Worldwide created "UPSjobs" accounts on Twitter, Facebook, Google+ and LinkedIn, giving candidates an inside look at what it's like to work at UPS, along with descriptions of current openings, press coverage and noted accomplishments of current employees. TMP Worldwide constantly monitored each social property, providing timely recommendations to UPS on how to best interact with candidates and drive engagement.

UPS' ability to quickly respond and engage through social media created a steady base of followers and fans. In fact, the viral growth of the UPS social communities was so extensive that TMP Worldwide ultimately developed a Twitter and Facebook account for each UPS recruiter. Because recruiters actively engage with job applicants, potential hires no longer worry that their application may get lost amongst all the other applications. The level of transparency and accessibility makes job seekers feel empowered—resulting in a more appealing recruitment process. Additionally, job seekers are able to view UPS videos and apply directly for specific jobs from the convenience of their handheld devices, regardless of make, model or carrier and without having to download any applications. Job applications originating from the UPS mobile-friendly site, text-messaging infrastructure, QR codes, Twitter page and Facebook page are automatically directed into the ATS, providing weekly track-to-hire metrics so TMP Worldwide could optimize source performance quickly and efficiently at any point in the campaign.

For 2015 for UPS from Mobile & Social there were a tracked total:

174,581 completed applications
 81,136 Interviews
 48,115 hires

Explain why your team/organization should be considered an industry leader in this category – What are you doing that other organizations are not?

UPS has led the way in recruiting using Social & Mobile and continues to do so. UPS Workforce Planning has presented at Facebook, Mobile Marketing Association, HCI, HR Tech, Partnership for Public Service in Washington, DC and other leading industry events sharing its successful Social & Mobile recruiting practices to help others.

Please post any links to articles, whitepapers, speeches, or other published content to support the nomination. You may also upload supporting PDF documents below:

http://www.talentmgt.com/articles/social-recruitment-delivers-results-for-ups

Supporting documents upload:

UPS Social & Mobile Case Study 2016.docx

CATEGORY – HR PROVIDERS – Partnership in Recruiting Excellence – TWO TOTAL FINALISTS

Entry 1:

Nominee Organization/Company: Health First and Cielo

Date this partnership began and the reason the partnership was created:

Health First, an integrated Health Care delivery network comprised of four hospitals, a physician medical group, outpatient and wellness division, and self-owned insurance plan employing more than 8,000 associates in Brevard County, Florida, began its Enterprise Recruitment Process Outsourcing (RPO) partnership with Cielo in December of 2014. Health First sought a strategic talent acquisition partner that was knowledgeable and passionate about providing quality patient care to the Brevard County community.

Health First chose Cielo after a robust evaluation that focused on three criteria: 1. finding a partner with deep healthcare provider expertise; 2. identifying a partner that could enhance the organization's brand while providing access to new talent pools; 3. selecting a partner with the ability to flex as needed and scale quickly, while maintaining quality.

The talent leaders at Health First previously leveraged RPO and trusted the model to address the organization's strategic needs. In partnering with Cielo, Health First is now able to access new channels to promote the organization, attract quality talent and achieve top decile rankings in Customer Experience, Quality/No Harm and Stewardship.

A high-level summary of why the partnership should be considered for the Partnership in Recruiting Excellence award:

While the Cielo and Health First partnership story is one best told through examples and anecdotes of best practice communications, change management successes and thought leadership sharing, the metrics also speak for themselves. In just one year of partnership, Cielo has delivered:

• 74% reduction in external cost per hire as compared to forecasted estimates
• 95% 90-day retention, an increase of 9 percentage points from the pre-implementation benchmark and 101% of the partnership goal
• 26% reduction in vacancies – in December achieved the lowest open position posting rate since the partnership's inception
• 2,802 quality hires, which almost doubled forecasted projections (an additional 96% over estimates) as all previously unmet hiring needs were uncovered and fulfilled
• 97% Hiring Manager Satisfaction, an increase of 28 percentage points from the pre-implementation benchmark of 69% and 121% of the partnership goal
• 96% New Hire Satisfaction, an increase of 3 percentage points from 93% pre-implementation and 103% of the partnership goal
• 11% increase in the number of external hires from outside Brevard County, fulfilling an undocumented goal of increasing the amount of top talent residing on the Space Coast

Together, Cielo and Health First have exceeded all initial partnership expectations specific to delivering quality associates into roles from entry-level to executive. Cielo has become a true strategic partner to Health First, achieving measurable business results while instituting process improvements and delivering cost savings through a decrease in external cost per hire and increase in retention.

How the partnership contributed to the overall mission, strategic plan, and/or brand of the customer organization:

Health First's strategic goals are top decile rankings in Customer Experience, Quality/No Harm and Stewardship by 2020. The organization recognized it could not achieve this ambitious triad without attracting a greater percentage of external talent – and specifically talent from outside of the Brevard County community.

By leveraging Cielo's team of dedicated recruiters with deep healthcare expertise, along with the innovative tools and technologies that efficiently and effectively promote the organization's unique employer brand, Health First has been able to attract high quality talent and increase the number of external hires from outside Brevard County by 11% in one year of partnership.

Those familiar with building an employer brand understand that it is not an overnight process and will appreciate comments like this one from Judy Graham, manager of oncology at Health First, who feared that with retirement approaching she would have to leave the organization without a fully staffed team as her legacy, "What a way to go out – full staff for I think the first time in 10 years!"

Healthcare is an intimate business. Because of this, candidate experience, regardless of intent to hire, is also of critical importance in the Cielo and Health First partnership. In a community of 550,000, each local candidate is most likely a future patient, insured, friend or family member. Cielo's Impression Center has delivered more than 10,000 high-touch experiences to Health First candidates since the partnership's inception, creating an ideal brand experience with each interaction, further elevating Health First's employer brand in the local community and beyond.

Further, Cielo's Bridge team provides each candidate that accepts an offer with concierge pre-employment assistance that reflects Health First's associate-centric culture, resulting in a 96% New Hire Satisfaction rating, an increase of 3 percentage points from 93% pre-implementation and 103% of the partnership goal.

Provide an example of a specific challenge, solution, and the outcome using specific data and/or metrics (where possible):

When the early successes of the partnership uncovered the true extent of Health First's hiring needs (almost double the number of forecasted requisitions – 196% by year end), it became critically important that the Cielo team scale to match the new demand.

Often a time when RPO providers sacrifice quality in favor of efficiency, the Cielo team maintained high standards, reducing Health First's vacancy rate by 26% while continuing to build trusted relationships with hiring managers. As a result, the growing team exceeded expectations with a 97% Hiring Manager Satisfaction rating, an increase of 28 percentage points from the pre-implementation benchmark of 69% and 121% of the partnership goal.

How have you sustained this successful partnership – What are you doing that other organizations are not?

Health First and Cielo have sustained a successful partnership by being trustworthy and committed to achieving success together. Health First understands the critical role that talent and executive leadership play in the ongoing success of the partnership and have established a fully-engaged Executive Steering Committee that meets quarterly to ensure the strength of the partnership. Cielo is equally engaged, providing an onsite Client Service Manager (CSM) who attends weekly and monthly business updates and organizational meetings as a Health First associate, not a vendor representative. The CSM is embedded in Health First's HR Executive meeting and has earned a voice to influence strategy, policy and workforce planning. Cielo's transparent role has allowed Health First to improve reporting, elevating the talent discussion to the executive level.

Put simply, and unlike the relationships between other RPO users and providers, the Cielo team is seen as a strategic extension of Health First, not an order taker.

Health First's talent leaders put it best:
Mary Jane Brecklin, VP of HR Operations: "Though our partnership is only one year old, we have achieved remarkable results through building strong leader partnerships and customer relationships."

Paula Just, CHRO: "We are on an important journey at Health First and our partnership with Cielo is critically important to us achieving our goals."

Entry 2:

Nominee Organization/Company: AMN Healthcare and CVS

Date this partnership began and the reason the partnership was created:

The partnership between AMN Healthcare and CVS was established in 2011 because of the need to resolve CVS' annual problem of recruiting an adequate force of qualified pharmacy technicians to meet increased seasonal demand. The cycle to meet seasonal demand was a time-consuming and expensive process, and took resources away from the client's primary focus of pharmacy services for customers. Furthermore, CVS had planned to sign two substantial clients, which would mean an increased need for pharmacy staff.

A high-level summary of why the partnership should be considered for the Partnership in Recruiting Excellence award:

This partnership provided excellent results during a critical time for CVS. Recruiting talented pharmacy staff was essential to their success, and in today's environment of healthcare reform, workforce shortages and shrinking budgets, recruiting the best candidates can be a challenge.

AMN's RPO program managed all of the organization's permanent sourcing, hiring and onboarding needs. AMN RPO reduced hiring costs and staffed CVS with the most qualified talent to help achieve their operational and financial goals.

How the partnership contributed to the overall mission, strategic plan, and/or brand of the customer organization:

AMN Healthcare strives to provide services that allow our clients to focus on the most important thing: patient care. Our goal is to promote positive patient outcomes through our innovative service offerings, and the partnership between AMN Healthcare RPO and CVS is no different.

CVS is America's leading retail pharmacy, and their goal is to provide an accessible, supportive and personalized healthcare experience. This requires hiring enough staff and ensuring that the staff is highly-qualified, while adhering to budget guidelines throughout the entire process. The partnership with AMN RPO has proven to be a fantastic solution to this challenge.

The full benefits of the partnership with AMN RPO are:

Operational Productivity: With AMN RPO managing all or part of the strategic, tactical and administrative elements of the recruitment process, the executive leadership and HR teams could focus on other critical areas such as retention, employee productivity initiatives and community outreach.

Cost Savings:
• Reduction in temporary and contingent labor costs
• Reduced overtime spend
• Improved efficiencies and time to fill
• Reduced vacancy rate
• Improved patient care and satisfaction scores

Enhanced Visibility & Analysis: Our comprehensive needs analysis and detailed metrics reporting provided insight into each and every step of the talent acquisition process.

Provide an example of a specific challenge, solution, and the outcome using specific data and/or metrics (where possible):

A case study was done on the AMN Healthcare/CVS partnership, and it reported the amazing results.
Challenge: One of the largest U.S. pharmacy chains needed to resolve its annual problem of recruiting an adequate seasonal workforce of qualified pharmacy technicians to meet increased winter demand. Company leadership decided to seek an experienced healthcare recruiting partner to establish a reliable process that would quickly fill the openings with well- trained pharmacy technicians. AMN RPO was chosen.
Solution: The AMN RPO team developed a customized workforce solution, beginning with site visits at multiple client workplaces. Tapping its extensive database of candidates and multiple recruitment tools, the AMN RPO team provided the volume, quality and diversity of workers and the timeliness that the client needed.
Results: AMN RPO quickly filled 100 pharmacy technician positions from the original request and 300 additional positions subsequently requested. Since then, two additional three-year contracts for RPO services have been executed between the client and AMN to deliver approximately 1,000 seasonal pharmacy technicians annually.
"AMN is known for their ability to recruit healthcare professionals. They've done a fabulous job throughout the company. When a position opens up I know they'll fill it quickly with a quality hire leaving our management team very satisfied." -Dianna Long, CVS Caremark Talent Acquisition

How have you sustained this successful partnership – What are you doing that other organizations are not?

AMN Healthcare has sustained this partnership through the level of customized and flexible service we provide to the customer organization. AMN RPO isn't just a hiring service—it is a completely integrated process—from attending the customer organization's team meetings, to using their systems, our AMN RPO team members become fully immersed with the company, even using their brand and marketing. The successful partnership is characterized by providing agility and flexibility from both the client and provider. AMN maintains a flexible resourcing model which enables it to respond to ramp up needs and CVS provides workforce planning needs and details to help prepare both groups to achieve their objectives.

Please post any links to articles, whitepapers, speeches, or other published content to support the nomination. You may also upload supporting PDF documents below:

http://www.amnhealthcare.com/recruitment-process-outsourcing/

Supporting documents upload:

RPO_One Sheet.pdf

CATEGORY – HR PROVIDERS – Partnership in Staffing Excellence – TWO TOTAL FINALISTS

Entry 1:

Nominee Organization/Company: TRx. Talent. As Prescribed. and St. Joseph's Health System

Date this partnership began and the reason the partnership was created:

The partnership between TRx. Talent. As Prescribed. and St. Joseph's Health System (SJH) began in June 2015 after SJH was experiencing unprecedented requisition loads their recruiting team needed to fill. SJH hired a whopping 7,200 people in 2015 and needed to grow their team to support the volume.

A high-level summary of why the partnership should be considered for the Partnership in Staffing Excellence award:

The partnership between TRx and SJH should be considered for the Partnership in Recruiting Excellence Award because TRx has been a valuable contributor to the SJH recruiting success as a result of the partnership. TRx isn't a regular recruiting firm with a room full of recruiters and sourcers. They are the recruiting division of a national healthcare organization (Alliance HealthCare Services). TRx simply commercialized the Alliance recruiting team and branded it TRx. Because of this, they understand their customers more intimately than a regular recruiting firm. They treat patients every day as a part of their broader organization, just like customers like St. Joseph's. This gives TRx a unique perspective that most recruiting and staffing firms simply don't have. Paul Gonzales, SJH's Director of Talent Acquisition says, "TRx is a great strategic partner to SJH. Not only they do a stellar job with their speed and quality of talent they present to SJH, but I would consider their Account Management focus to be their flagship. Our TRx team always makes sure we are taken care of, that we have the high quality recruiting talent, and a strategic partner who looks out on the employment horizon and partners with us on best in class solutions for SJH. I consider TRx an extension of our team and not a vendor. As we all know, the low unemployment rate makes it difficult to recruit high quality talent. I know I can count on TRx to deliver the caliber we need."   When St. Joseph's experienced this long hiring spike and didn't know when that hiring spike would slow down, they turned to partners like TRx to deliver a unique approach. Most agencies would come in and use the traditional direct placement model to fill some of the open positions at SJH. However, with the volume of openings, TRx offered a different approach. Instead doing the direction placement model, charging a fee for each placement, TRx parachuted recruiters on temporary assignment at SJH to work side by side with the SJH recruiters and recruiting leaders to fill some of those 7,400 open roles or to work on hiring projects such as Nurse Registry. This saved time and money for SJH. It was a fraction of the cost, and the TRx recruiters were able to quickly and easily get integrated into the SJH organization. SJH received higher quality as a result. With 10 recruiters parachuting in, TRx represented approximately 20-25% of the SJH recruiting team, quickly got acclimated to SJH systems and processes and began filling orders side by side.   Because TRx is there providing temporary recruiters, the SJH recruiting organization has the ability to flex their talent to manage the ebbs and flows of hiring demands as a result of their merger with Providence or through the special recruiting projects like the Nurse Registry project.

How the partnership contributed to the overall mission, strategic plan, and/or brand of the customer organization:

SJH's strategic plan included the consolidation of recruiting efforts from the affiliated ministry hospitals into a centralized recruiting model. As with most centralization efforts, there are pockets of resistance and the centralized SJH recruiting team needed to demonstrate success quickly with understanding and filling the recruiting needs of the various ministry hospitals. That's where TRx came in. We added 11 recruiters to their team to help facilitate that success. As a result, TRx was able to fill several roles within a short period of time, help provide relief to overworked SJH recruiters (who were working on over 100 requisitions each), and through the expedited process, help improve the candidate experience and employment brand.

Provide an example of a specific challenge, solution, and the outcome using specific data and/or metrics (where possible):

As evidenced above, TRx took a different approach to helping a client "fill reqs". TRx augmented the SJH recruiting team by 20% to fill open requisitions across the St. Joseph's geographically disbursed hospitals.   Instead of using a costly direct placement fee approach for each filled position, TRx recruiters were deployed using a temporary staffing model and worked side by side to fill a significant portion of the 7,200 requisitions in 2015. TRx filled approximately 15% of those positions. This kind of partnership enabled SJH to serve their community with well screened, high quality talent, ready to treat patients.

How have you sustained this successful partnership – What are you doing that other organizations are not?

TRx continues to be a thought partner for SJH's recruiting strategies, and providing the supplemental recruiting staff needed to keep their hiring spikes and recruiting projects running smoothly. TRx is a key differentiator among recruiting and staffing firms because they are a division of a large healthcare services company, they understand the unique recruiting challenges associated with healthcare hiring that a traditional recruiting or staffing firm just doesn't "get". Sometimes being the biggest isn't what the customer needs. Sometimes, it's just being the best. SJH sees TRx as that partner to help navigate through the unpredictable hiring spikes, to be the extension of their team, to understand them in a way that only another healthcare company can.

Please post any links to articles, whitepapers, speeches, or other published content to support the nomination. You may also upload supporting PDF documents below:

Please feel free to reach out to Paul Gonzales, Director of Talent Acquisition at St. Joseph's Health System. He has volunteered to be a reference for this nomination and can share more details of TRx's excellence in staffing partnership. Paul can be reached at: paul.gonzales@stjoe.org www.stjoe.org
Articles about Providence's acquisition of St. Joseph:
http://www2.providence.org/phs/news/Pages/Providence-and-St-Joseph-Health-Announce-Intent-to-Partner.aspx

Entry 2:

Nominee Organization/Company: AMN Healthcare and Aegis Therapies

Date this partnership began and the reason the partnership was created:

AMN Healthcare recognized the need of healthcare organizations to streamline staffing-related processes and expenses, thus relieving them of these administrative burdens and allowing for more focus on quality patient care. The AMN Managed Services Program (MSP), which can be customized based on the needs of clients, was created in order to fill this need.
The AMN MSP reduces the cumbersome—and expensive—redundancies that can happen when staffing-related expenses aren't streamlined through one central partner. In addition, it helps streamline and reduce risk:
• Candidate recruitment, selection, interviewing, onboarding and offboarding
• Oversight and management of travel and per diem staffing
• Management of vendors, agencies and contracts
• All related workforce processes, including credentialing, timekeeping, billing and reporting

A great example of a successful partnership between AMN Healthcare and a healthcare organization is Aegis Therapies. Aegis Therapies, part of the Golden Living family of companies, is a nationally recognized leader in contract rehabilitation and wellness services, with more than 8,700 therapists and clinicians providing therapy services in over

1,000 facilities across 42 states. Aegis therapists provide physical, occupational and speech therapies to residents of skilled nursing facilities, assisted living facilities and acute care, and to clients in home health, community care retirement communities and schools.

Aegis was looking for a partner to more efficiently recruit/manage contract labor and improve the quality and costs associated with hiring contract labor. A partnership was formed with AMN Healthcare in 2012 based on the alignment of both organizations' goals.

A high-level summary of why the partnership should be considered for the Partnership in Staffing Excellence award:

The AMN MSP offers multiple, measurable benefits for clients that support their overall goals and strategies. It is an innovative and customizable service that allows patient-care providers to focus on providing the best patient experience and outcomes.

In June 2015, after undergoing a rigorous review, the AMN MSP was awarded the "Peer Reviewed by HFMA®" designation for a second time, which demonstrates the real value the service brings to the healthcare industry. To offer insight on this designation, some of the criteria that an HFMA Peer Reviewed organization must meet are:

• Does the business solution add value to the Association, HFMA members and their organizations?
• Is the business solution accurate, effective and easy-to-use?
• Is there superior customer service and technical support provided?
• Is the business solution based on practical industry knowledge and proven experience?
• Does the firm have a solid reputation?

As the healthcare industry continues to experience major changes, the importance of MSPs will continue to grow. The rising demand for patient care services and increasing shortages of available clinicians means that healthcare facilities will need help finding the best people and managing them in the most efficient way. An AMN MSP is an effective way to help streamline a healthcare organization's entire workforce planning and management process to optimize staff and deliver the best patient care.

How the partnership contributed to the overall mission, strategic plan, and/or brand of the customer organization:

AMN Healthcare's goal and overall mission is to provide innovative healthcare workforce solutions and staffing services that help our clients, clinicians and physicians deliver excellent, cost effective patient care. We believe our mission aligns well with the missions and strategic initiatives of our MSP customers.

For our clients, the AMN MSP has made an incredible difference, including:
• AMN MSP clients have realize cost efficiencies through the use of our services Improved Fill rates
• Improved Candidate quality
• Reduced Overtime and associated risk
• Process improvement
• Vendor network optimized

All of these benefits are ways that the AMN MSP contributes to the strategic plans of our clients while also aligning with our organizational goals to continue to promote positive patient outcomes through the services we provide.

Provide an example of a specific challenge, solution, and the outcome using specific data and/or metrics (where possible):

As mentioned previously, the partnership between AMN Healthcare and Aegis is a fantastic example of how the AMN MSP can substantially help an organization meet their contingent staffing and other strategic goals. This is made clear in the following case study.

The Challenge: Due to the shift in demand in alternate settings, including the rapid growth of home health, demand increased for contingent labor and AMN provided a single point of contact for managing multiple vendors and the onboarding of travelers and local registry personnel. Workforce management processes were automated and ready to meet the demands of new growth markets.

The Solution: AMN automated credentialing, timekeeping, and billing. Service level agreements were implemented to regulate rates, staff mix and fill rates. Flexible staffing was enabled to support assignments of any length and duration

The Results: By partnering with AMN, Aegis was able to reduce costs through overall efficiencies, improve quality (performance management with improved visibility and remediation processes) and mitigate risks (constant monitoring of credentials mitigating exposure to fraud or poor credentialing) associated with hiring contract labor.

How have you sustained this successful partnership – What are you doing that other organizations are not?

AMN Healthcare is the leading provider of MSPs for healthcare, including both staffing-led and vendor-neutral MSPs. AMN also has the nation's largest network of associate vendors that subcontract with AMN to provide high-quality clinicians to meet our clients' needs. We lead the industry in advanced practices to recruit, select, interview and onboard healthcare professionals to meet specific client needs. Further, we provide our MSP clients an unparalleled array of workforce solutions, such as predictive analytics to forecast clinical staffing needs, interim leadership to address other workforce challenges in today's complex, supply-constrained talent environment, and Recruitment Process Outsourcing (RPO). We continue to evolve the AMN MSP based on our clients' needs, creating ways for healthcare systems to customize the service in ways that are most valuable to them.

Please post any links to articles, whitepapers, speeches, or other published content to support the nomination. You may also upload supporting PDF documents below:

http://www.amnhealthcare.com/msp

http://www.amnhealthcare.com/not-all-msp-are-the-same/

http://www.staffcare.com/modern-healthcare-consults-sean-ebner-healthcare-managed-services/

Supporting documents upload:

MSP Overview.pdf

Twitter handle (optional)?
@DanWhite_WFM @AMNHealthcare

CATEGORY – INDIVIDUAL – HR Superstar – THREE TOTAL FINALISTS

Entry 1:

Nominee Name: Victor Garcia Muñoz
Nominee Title: Global Payroll Senior Director
Nominee Organization/Company: Microsoft

A summary of why the individual should be considered for the HR Superstar award:

• With OnePayroll Victor Garcia has advocated the implementation of 7 key global controls which ensure that payroll data is thoroughly checked to give high data accuracy and virtually eliminate errors
• Very much the people champion, Victor has successfully coordinated the seamless integration of payroll partners into one team working together under the OnePayroll model
• When it comes to the introduction of the new governance framework we couldn't have had a more forward-thinking leader than Victor; he understood that by endorsing the consolidated governance approach of OnePayroll he would be endorsing standardised global processes, minimalizing localisations and increasing Microsoft's global transparency–ultimately reducing risk for the organisation and improving the quality of payroll simultaneously
• Thanks to his extensive experience in Financial Operations, he understands the stakeholder needs and is focused on best serving his organization as a whole.
• He is dedicated to continuous improvement and navigates into the future with energy
• He is transparent to his organizational stakeholders and utilizes communication channels to bring the story of OnePayroll to a wider audience.
• His 'can-do' attitude is infectious and continues to motivate the whole team; the true sign of a 'HR Superstar' leader

List the major contributions and accomplishments and their impact to the organization(s):

• Victor Garcia has over 15 years experience at Microsoft working across a number of key positions, most notably;
o Global Payroll Senior Director GPS Senior Director
o GPG Senior Director, Global Field Procurement
o Global Procurement Group (GPG) Senior Director EMEA
o Finance Director Spain – Best EMEA Controller and Global Circle of Excellence Award

A summary of why the individual has demonstrated forward thinking and transformative actions in the HR industry:

• Victor Garcia is a champion of collaboration, and his forward thinking in terms of realigning local payroll processes into a unified global model for payroll administration and governance is testament to this
• He has consistently demonstrated forward thinking by focusing on ways to streamline and standardize Microsoft's payroll around the world. He also realized that benefits of further standardizing payroll administration, inquiry management and enhance the control environment by introducing 7 key global controls in addition to 25 operational controls to establish a consistent, global payroll experience. Not only eliminating the headaches of payroll administration and virtually eliminating errors, but also giving Microsoft unprecedented flexibility, oversight and visibility into the performance of their overall payroll function!
• He is dedicated to ensuring a smooth experience for Microsoft employees, so that they can be confident that they will be paid the correct amount at the correct time every pay day.
• He has remodelled the employee payroll enquiry management to enable employees to self-serve and manage their payroll enquiries online with a single point of contact for triaging all payroll enquiries. As well as this he has driven process standardisation world wide by ensuring across the globe

• When it comes to transformative ideas, Victor helped drive the strategic thinking behind the significant reduction in the number of payroll suppliers (from 50 suppliers to just 3). Victor helped show the team how optimising the number of suppliers minimises the cost of integration, coordination and oversight – most importantly, Victor understood you really can get 'more from less' and reduce the level of risk involved

• By partnering with Accenture, Victor has enabled Microsoft to harness proactive assets such as the Business Process Outsourcing Tool which helps drive a consolidated governance framework and enables greater transparency for payroll

List ideas and/or programs initiated by the nominee and the results:

• Victor Garcia is the executive sponsor for the OnePayroll Programme, leading the way to deliver a unified global payroll process at Microsoft

• By launching the OnePayroll initiative, he is aligning payroll processes and ways of working to create an end to end global payroll function

• Victor has optimized payroll processing and launched an integrated implementation and Operations oversight. He has reduced the number of payroll suppliers and moved to one supplier of governance and data administration, together with one payroll processor per region / cluster of Subsidiaries. The consolidation of payroll suppliers serves to strengthen governance and minimise the cost of integration, coordination and oversight

• He is working to streamline / standardised Microsoft's payroll operations globally, meaning; payroll processes are consolidated, harmonised and under control and Microsoft HR and Finance staff have more time to focus on their core business

Entry 2:

Nominee Name: Dr. Mary Welsh
Nominee Title: President
Nominee Organization/Company: Clarity Voice

A summary of why the individual should be considered for the HR Superstar award:

Dr Mary Welsh, Chief People Person, for Clarity Voice has taken our organization from 8 employees in 2011 to 37 today and plans to enable us to continue double digit growth for the next ten years.

List the major contributions and accomplishments and their impact to the organization(s):

Dr Mary Welsh has established the policies and procedures necessary to provide a safe, healthy, fun workplace. She was instrumental in bringing her doctoral dissertation topic on the impact of generational attributes on organizational leadership regarding recruitment, training, and retention. She has built a positive culture that we are considered a company to watch and an Employer of Choice.

A summary of why the individual has demonstrated forward thinking and transformative actions in the HR industry:

Her coaching and mentoring has allowed the leadership to move forward with a solid recruitment and performance evaluation process. Under her guidance, the leadership and employees prosper in a healthy, fun environment with work-life balance, excellent compensation and benefit program, and appreciation for a diverse workforce.

List ideas and/or programs initiated by the nominee and the results:

Dr. Mary Welsh, Chief People Person, and Martha Toboloski, Technology Support Manager, conducted and presented a Panel discussion on generational diversity and a case study on the successful performance management system and work life balance-recruiting efforts of Clarity Voice in February for the Detroit SHRM association.

Please post any links to articles, whitepapers, speeches, or other published content to support the nomination. You may also upload supporting PDF documents below:

http://www.inc.com/profile/clarity-voice
http://www.michigancelebrates.biz/awards/
http://101bestandbrightest.com/companies/clarity-voice/
http://www.crainsdetroit.com/article/20141116/AWARDS0414/311169996/5-clarity-communication-advisors-southfield-communications

Supporting documents upload:

clarity awards.pdf

Entry 3:

Nominee Name: Dheeraj Bhardwaj
Nominee Title: Vice President - Human Resources
Nominee Organization/Company: NIIT Technologies

A summary of why the individual should be considered for the HR Superstar award:

There are very few parallels to someone who is truly connected with employees, business and technology in a way that our VP of Human Resources, Dheeraj Bhardwaj is. With over 20 years of experience dealing with people issues and creating environment for employees to thrive within an organization; Dheeraj has seen it all. Whether it's managing a seamless joint venture that has enabled hundreds to jobs to stay in the US to having a seat in the boardroom as a strategic business partner; Dheeraj does it all with objectivity, empathy and business logic. A change agent and a progressive HR leader, Dheeraj scores high on task and relationship orientation on leadership models. Apart of from being a subject matter expert on HR matters, he is also a keen listener, very approachable and involved in the local community. Loved by his team and highly respected by employees across the organization, he is truly our HR superstar.

List the major contributions and accomplishments and their impact to the organization(s):

Dheeraj has extensive experience working in a diverse and distributed workforce environment. A true leader who has seen the HR function evolve from being a "personnel administrative" support function to being a "strategic business partner" in helping business make business decisions. While his contributions to the US Operations of NIIT are innumerable; below are some of his most notable achievements that have made a huge impact on NIIT's Business operations and growth.
NIIT- Morris Joint Venture: NIIT's joint venture with Morris communications is called NIIT Media Technologies (NMT). HR leadership led to a smooth transition of 150 Morris employees to NIIT. NIIT Technologies' entering the joint venture and his strategies to integrate this workforce into organization has saved these jobs from going abroad. After the formation of the joint venture, the employee retention rate was 95% which is unheard of in the industry and the HR Team under his leadership acted as "Change Agent" to realign the re-badged manpower to "Services" mindset. Even after 4 years in business the joint venture is still profitable and is quoted as an example of how to acquire and assimilate cultures to build a progressive organization

HR Scorecard: NIIT Technologies uses a scorecard to measure its HR effectiveness across its global operations. Dheeraj is responsible for the HR performance in North America and under his leadership the employee engagement satisfaction/commitment score has gone up from 51/53 in 2014 to 63/65 in 2015. In order to bring a cultural shift to a services mindset within NIIT Technologies, his efforts have led to training over 90% of US Employees on New Ideas More Value training. Further, under his leadership NIIT Technologies' gender diversity has increased to 26% as compared to 22% in 2014.

Succession Planning: Launched NextGeneration leadership program to identify top performing employees to prepare future leaders with the Organization. This has led to employee development, growth and higher retention rates in addition to setting up positive role models in the organization

Talent Strategy: Dheeraj's talent strategy is to work with best and hire the best in the industry. His efforts in redefining the workflow, employer branding, use of social media and incorporating technology into the talent equation has led to a metrics driven and relationship based talent strategy at the core of which is providing a delightful experience to an applicant. Our talent acquisition function has changed to being a back office support function to being a strategic business partner. And finally, his employer branding initiatives have led to NIIT Technologies' as being a competitive employer.

A summary of why the individual has demonstrated forward thinking and transformative actions in the HR industry:

According to Dheeraj, for a business to grow, HR has to align itself with business strategy as a strategic function rather than a support function. This involves a change in mindset about how business decisions are made keeping the talent component in mind. A firm believer in the power of social media and collaborative environment, Dheeraj's approach to HR is to bring continuous improvement to workspace using technology that enables better interaction and flow of information. His efforts in people development, employee engagement, employer branding, gender diversity, fairness and equal opportunity for all employees has won him accolades across NIIT organization globally.

List ideas and/or programs initiated by the nominee and the results:

Dheeraj's work at NIIT in the last 5 years at NIIT has been quite significant but below are some of notable programs and initiatives:

NIIT- Morris Joint Venture: NIIT's joint venture with Morris communications is called NIIT Media Technologies (NMT). HR leadership led to a smooth transition of 150 Morris employees to NIIT. NIIT Technologies' entering the joint venture and his strategies to integrate this workforce into organization has saved these jobs from going abroad. After the formation of the joint venture, the employee retention rate was 95% which is unheard of in the industry and the HR Team under his leadership acted as "Change Agent" to realign the re-badged manpower to "Services" mindset. Even after 4 years in business the joint venture is still profitable and is quoted as an example of how to acquire and assimilate cultures to build a progressive organization

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Talent Acquisition Strategy: His idea of assimilating and embedding recruiters from our partner companies with our recruiting teams has resulted in faster response time on sourcing and delivery of resources. This has helped members of our recruiting team create an ecosystem where the pipeline of applicants is healthy and quality of candidates high. And finally, this initiative is helping each member of our recruiting team member in running their own teams independently as leaders of their own sub-units.

Employer Branding: Dheeraj realized early on that employer branding had to a key component in NIIT Technologies' talent strategy equation in North America. From being recognized as one of the best companies to work in Georgia by GeorgiaTrendz to having us listed on Computer World's Best Places to Work in IT; Dheeraj's initiatives have made NIIT Technologies a company worth working for, when compared to our competitors.

Please post any links to articles, whitepapers, speeches, or other published content to support the nomination. You may also upload supporting PDF documents below:

Being in the center of all things considered HR, Dheeraj is often invited as a guest speaker by universities and events to speak on HR, Talent acquisition and Talent management. Some of the topics that he loves to speak on are:
HR @ Bimodal Organizations
Change Management and Operational Efficiency: Science Behind
Certified Trainer: Up Your Service