

BUILDING THE WORKFORCE OF THE FUTURE

Meet the 2018 Talent Acquisition
Leader of the Year Award finalists.

By Marta Chmielowicz

Without the right talent in the right positions, businesses are unable to move forward with their strategy for the future. In fact, according to LinkedIn's 2017 *Global Recruiting Trends* report, 83 percent of HR leaders say that talent is the number one priority for their organization.

But keeping up with talent demands in today's business landscape is a challenge, with Korn Ferry Futurestep's global study, *The Talent Forecast*, reporting that 54 percent of respondents said it's harder to find qualified talent compared to one year ago. And identifying and

developing future talent will only continue to get more difficult.

That is why innovative leadership in the talent acquisition function is so essential to business success, and why *HRO Today* recognizes the most innovative leaders in the HR space with its annual Talent Acquisition Leader of the Year Awards. From integrating artificial intelligence technology in the screening process to leveraging data as a tool for workforce planning, this year's finalists have truly shaped the world of recruitment.



Ryan Alexander
Executive Director of Global Talent Acquisition
Tenneco

Ryan Alexander built Tenneco's talent acquisition function from the ground up. He joined Tenneco two years ago as the first dedicated talent acquisition professional in the company's history, and had to contend with no initial budget, tools, or team. Two years later, talent acquisition teams exist in Mexico, the U.S., China, India, Poland, Belgium, the Czech Republic, and Germany. To date, Alexander's team has saved Tenneco \$9 million in search firm fees, lowered time to fill, and established itself as a strategic partner within HR and business operations.



Peggy Anderson
Vice President of Global Talent Acquisition and Diversity
Blackbaud

Peggy Anderson is a technology trailblazer at Blackbaud. In addition to launching the first diversity program at her company, she embraced the use of digital interviewing, pre-hire assessments, and online pre-hire feedback. She seamlessly integrated these tech tools into a cohesive candidate experience that provided higher quality assessment information to hiring teams and decreased her organization's time to fill by 30 percent.



Elisa Bannon-Jones
Senior Vice President, Talent and Culture
Frontier Communications

Elisa Bannon-Jones played a major role in developing her organization's talent assessment and interview processes, leveraging simulations to ensure the highest quality hires. Simulations were also used to train sales teams, resulting in 25 percent better sales performance among participating employees. Her work gave the talent acquisition team the tools to more efficiently choose the best-fit talent, saving Frontier Communications 50 percent of its planned talent acquisition budget.



Jeff Bettinger
Vice President and Global Head of Talent Management and Organizational Development
Alcon, a Novartis Division

Tasked with redesigning Alcon's underperforming talent acquisition function, Jeff Bettinger made a bold choice to create a unique delivery team with dedicated resources in areas like diversity and inclusion; social media; university relations; veteran outreach; and candidate care. By centralizing and streamlining recruitment processes, he was able to significantly reduce agency usage from between 60 to 80 percent, depending on the region, to just five percent. This saved Alcon \$5 million and drove hiring manager satisfaction from 20 to 85 percent.



Matt Chamberlain
Vice President of Talent Acquisition and Talent Integration
Veolia North America

Matt Chamberlain was able to overcome Veolia's intrinsic recruiting challenges and build a world-class talent acquisition function that is responsive to the dynamics of the marketplace. Thanks to his out-of-the-box thinking, high engagement with employees at all levels, and constant research into new ways to improve growth and retention, Chamberlain has delivered impressive results. As a result of his efforts, Veolia was awarded Intel's "Preferred Quality Supplier Award" for its industry-leading contributions in the areas of quality, cost, availability, technology, customer service, labor and ethics, and environmental sustainability.



Valerie Egan
Senior Director of Talent Acquisition
Girl Scouts of the USA

From renegotiating vendor contracts to introducing new technology to automate reference checking, Valerie Egan has worked diligently to improve the Girl Scouts' talent acquisition productivity and secure higher returns on investments. Her focus on technology, guidance for hiring managers, and process optimization has improved candidate engagement and created an attractive employer brand. By investing in opportunities for internal mobility, including an internal career portal called "Talent Loop" and career planning seminars, Egan has contributed to building a dedicated and motivated workforce for her organization.



Josh Elmore
Head of Talent Acquisition, North America
Kerry

Faced with exorbitant recruitment agency costs and no internal talent acquisition structure, Josh Elmore built a new team and implemented processes to fill more than 1,000 positions in his first year as head of talent acquisition. In addition to improving quality of hire and stakeholder satisfaction, his efforts yielded a \$8,500 decrease in cost per hire per employee, while reducing time to fill by 60 percent. Talent acquisition is now seen as a strategic, high impact function within the organization, and continues to push the envelope for best-in-class candidate experience and service delivery.



Karen Feeney
Senior Manager of Human Resources Operations
Children's Hospital of Philadelphia

Karen Feeney tackled the Children's Hospital of Philadelphia's MSP process by transitioning to a standardized third-party administrator model to manage the contingent workforce. The adoption of a new vendor management system has allowed her to better understand this process, improve reporting, and generate analytics to assist with the next phase of CHOP's workforce planning. These efforts have reduced compliance risk, introduced cost savings of \$1 million, and put her organization on the path to a total workforce solution.



Amanda Felicio
Senior Specialist of Talent Acquisition, Latin America and the Caribbean
Mastercard

With the goal of developing a comprehensive sourcing strategy and attracting millennial talent for Mastercard, Amanda Felicio engaged with employees throughout the global organization and used that feedback to drive her initiatives. She was able to position the brand for effective recruitment among college graduates by re-launching Mastercard's campus recruitment programs and developing targeted marketing and social media campaigns. She was also instrumental in painting a clear picture of the company's existing sourcing strategy and proposing a template that leveraged hard data to address and resolve gaps.



Kristy Godbold
Global Human Resources Officer, Human Resources Finance and Global Talent Acquisition and Talent Analytics
Marriott International

Kristy Godbold's tenure as an HR leader at Marriott International has been notably marked by the early adoption of new technologies and service delivery platforms. Godbold oversees nearly 60,000 hires per year with hiring manager and candidate satisfaction ratings topping 90 percent. Additionally, her integration of artificial intelligence and machine learning capabilities in the hiring process has significantly improved candidate experience and recruitment outcomes.



Barry Hirschman
Head of Human Resources Operations and Bulk Sales, U.S.
Linde Americas

Faced with a severe driver shortage that was costing Linde money and impacting the customer experience, Barry Hirschman spearheaded a multi-department collaboration to improve driver recruitment and retention efforts through social media campaigns, targeted local referral and sign-on mechanisms, and new technologies. Through strategic workforce planning and the adoption of tools to make recruitment evaluation and onboarding more efficient, Hirschman was able to reduce the average number of commercial driver job openings, resulting in weekly savings of \$102,000.



Jill Larsen
Senior Vice President of Human Resources and Talent Acquisition
Cisco

Since joining Cisco in 2013, Jill Larsen has holistically redefined and modernized the company's approach to talent acquisition in order to stay competitive in a flashy tech market. Under her leadership, Cisco was able to develop an award-winning "WeAreCisco" talent brand, introduce next-generation tools to enhance recruiter capabilities, and utilize analytics to improve candidate sourcing. Her efforts have yielded results that include a 35 percent decrease in talent acquisition spend, high hiring manager satisfaction (4.71 out of 5) and new hire satisfaction (4.51 out of 5), and improved candidate quality.



Elizabeth Mashakas
Director of Strategic Talent Acquisition
Serco Inc.

By empowering and mentoring each individual on her team to contribute their strengths, Elizabeth Mashakas was able to shift the talent acquisition function at Serco from a disjointed process into a holistic and cooperative team effort. Because of her dedication and drive, talent acquisition team members feel they have a voice in improving strategies, turning Serco into a best-in-class recruiting organization.



Melkeya McDuffie
Vice President of Talent Acquisition
Waste Management

Leading a team of 100 employees and contractors in support of sourcing, recruiting, and onboarding 13,000 new employees per year, Melkeya McDuffie has proven her value as a top talent acquisition leader at Waste Management. She is able to effectively manage the relationship and performance of not one, but two RPO providers, ensuring that their recruitment services are delivered consistently.



Bill Neese
Vice President of Talent Acquisition
Paycor

Bill Neese and his talent acquisition team have turned recruitment into a science. By leveraging technology like drip campaign functionality and plug-ins, Neese was able to define the talent goals of his organization, identify workforce needs, and forecast future demand in order to optimize Paycor's talent funnels. His execution of these initiatives was highly effective, predicting the necessary headcount for the following fiscal year with 99 percent accuracy while simultaneously increasing hiring by 20 percent.



Gregory Pardo
Vice President of Talent Acquisition
Fresenius Medical Care North America

Gregory Pardo has been instrumental in creating a best-in-class talent acquisition team for Fresenius Medical Care. His hands-on approach has been valuable in every stage of the development process—from evaluating opportunities for improvement to delivering a unified strategy and managing workforce planning.



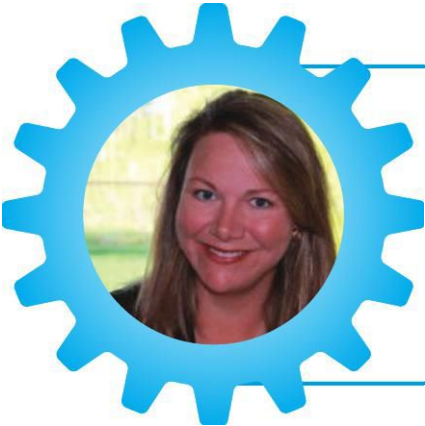
Cathy Scarlett
Vice President of Talent Acquisition
BMO Financial Group

Candidate experience is critical to effective talent acquisition, and Cathy Scarlett's team at BMO Financial Group has made it central to everything they do. By establishing strategic talent channels and delivering customized narratives to key demographics, Scarlett was able to save her organization \$50 million in hiring costs. Her leadership inspired her team to become brand ambassadors for the bank whose efforts to create a candidate-centric hiring process with a strong digital element have led to higher employee engagement and a more attractive employer brand.



Katie Traviglia
Director of Human Resources
New American Funding

Katie Traviglia understands the value of happy employees, and her work at New American Funding reflects her desire to maintain a family-like culture where employees are engaged and satisfied. From offering robust employee referral incentives to providing training programs, Traviglia works tirelessly to deliver value to her team. Even employee benefit programs are tailored to employee wishes, with benefits packages including fun perks like massages, car washes, scheduled games, and dress-up days for all employees.



Stacy Van Meter
Vice President of Talent Acquisition & Employment Brand
Deluxe Corporation

Stacy Van Meter challenges the status quo at her 100-year-old company. Through forward-thinking leadership, Van Meter has brought Deluxe Corporation's talent acquisition function into the 21st century. Her efforts to build an employment brand, develop brand ambassador programs, improve candidate experience, and leverage data and analytics for hiring have driven cultural change and improved recruitment outcomes in her organization.

