

# TALENT TRANSFORMATION

Learn how the 2020 Talent Acquisition Leader of the Year Award finalists are reinventing talent strategy at their organizations.

By Marta Chmielowicz

All business leaders agree: The most valuable asset organizations have is their talent. But acquiring talent with the right skill sets and cultural fit to build a long-term career with an organization is a monumental endeavor—one that our 2020 Talent Acquisition Leader of the Year Award nominees take on fearlessly and with enthusiasm. Their willingness to take risks, invest in their people, and implement innovative talent strategies drives their businesses to achieve success.

The winners of the 2020 Talent Acquisition Leader of the Year Awards will be announced at the virtual [HRO Today Forum](#) on December 1-2, 2020. Learn about each of the finalists below.



**Brandie Dawson**  
**Senior Manager of Talent Acquisition**  
**Valvoline Inc.**

Brandie Dawson's top priority at Valvoline Inc. is data. She has proven herself to be a change agent, forming relationships with key partners to better collect and leverage data throughout the talent acquisition process. In addition to leading an initiative to survey the candidate experience of 10,000 past applicants, Dawson worked with a partner to build a custom candidate evaluation process that improved quality of talent and reduced involuntary attrition by 40 percent. As a result of her efforts, the talent acquisition team was able to improve the candidate experience, better identify candidates who would succeed, and enhance the employer brand to attract more candidates.



**Ronita Griffin**  
**Vice President of Global Talent Acquisition**  
**Thermo Fisher Scientific**

Ronita Griffin has made significant strides to prepare Thermo Fisher Scientific for the workforce changes brought on by the Fourth Industrial Revolution. Over the last few years, she established a global talent acquisition function from the ground up during a period of rapid organizational growth; developed a unified employer brand; and introduced data-driven technologies to enhance the candidate experience and talent acquisition function. This digital transformation has enabled the talent acquisition team to better leverage business intelligence to drive strategy while simultaneously utilizing automation and real-time information to increase engagement, personalize the hiring experience, and make recruitment more efficient.



**Kevin M. Horan**  
**Chief Corporate Soul Officer**  
**JSX**

Since joining JSX two years ago, Kevin Horan has never wavered in his commitment to creating a culture of inclusion, open communication, and full transparency. He works diligently to improve diverse hiring, partnering with historically Black schools and universities and forming relationships with affinity groups to formalize and improve the company's approach to diversity and inclusion. As the chief corporate soul officer, Horan is out in the trenches, visiting organizations, establishing relationships, interacting with crew members, and interviewing candidates while proactively seeking feedback to further refine his company's HR strategies.



**Fred Howell**  
**Head of Talent Acquisition**  
**Ingalls Shipbuilding, a division of Huntington Ingalls Industries Inc.**

Fred Howell and his talent acquisition team were instrumental in developing two key training programs to support underemployed and unemployed individuals: "HARBORS" and "HireUP." Originally designed to assist National Guard members returning from active duty, these short-term programs allow individuals to gain valuable skills, such as structural fitting, pipe fitting, sheet metal, welding, and outside machinery. In the two years since implementation, the program has seen positive results: More than 600 individuals have completed the training and found employment, and graduates have a 100 percent placement rate. This initiative has transformed the way Ingalls and its employer partners are meeting their labor needs, providing a well-trained workforce to meet industry hiring demands.



**Jeffrey Lackey**  
**Vice President of Talent Acquisition**  
**CVS Health**

Jeffrey Lackey went beyond simply integrating HR systems and processes, working to maximize stability and retention by putting the human element first and aligning all decisions with organizational values. One key component of his strategy was bringing together CVS and Aetna leadership teams on a regular basis to ensure trusting and collaborative relationships. Another was leveraging RPO partners to transition Aetna to a new HR model that allowed for a cohesive approach to hiring and workforce planning. Thanks to his efforts, the company experienced minimal turnover during a period of massive and ongoing change, with an engagement rate of 84 percent and unplanned turnover under 5 percent.



**Andrea Lampert**  
**Former Vice President of Talent Strategies, BJC HealthCare**  
**Currently Vice President of People, Perficient Inc.**

Faced with an organization of over 31,000 employees distributed across 15 hospitals with very strong individual brands, Andrea Lampert set out to create a singular employee value proposition, or “employer brand promise,” that unified the system under one set of values. The data gathering process that drove this transformation was in itself a momentous task, consisting of 10 focus groups, 11 executive interviews, in-depth reviews of past engagement and exit survey data, and countless hours of competitor research. But the discovery phase was nothing compared to task of uniting all BJC brands under one. To that end, Lampert coordinated with 3,000 leaders across the organization and developed a marketing strategy that tells the stories of BJC’s employees through video, radio, digital support, print, transit, and more.



**Jenn Longbine**  
**Former Global Director of Talent Acquisition, Nike**  
**Currently Director of Talent, Acquisition, and Experience, Khoros LLC**

One of Jenn Longbine’s key undertakings at Nike was hiring diverse talent and developing an inclusive workplace culture. In 2019, her team launched a strategic partnership with Best Buddies, an organization working to support individuals with intellectual development delays. This was supplemented by organization-wide disability etiquette training. The business results have been profound: Employees feel a deeper connection to their store, each other, and the company; turnover in stores that benefit from this partnership has dropped; and individuals with disabilities who are chronically under- or unemployed receive valuable opportunities.



**Laurent Longin**  
**Director of Talent Acquisition**  
**Duke Energy Corp.**

Laurent Longin spearheaded a new hiring strategy for Duke Energy’s call center operations, streamlining the process for recruiters and implementing a new customized assessment tool that better targets specific employee profiles. The new approach allows recruiters to screen qualified candidates and conduct phone interviews, taking the hiring manager out of the process. As a result of this initiative, call center turnover reduced by 11 percent in one year, time to fill dropped significantly below the company standard, and the hiring team was able to hire almost 200 more call center representatives than it did in the previous year.



**Melkeya McDuffie**  
**Vice President of HR and Head of Organizational and Talent Development**  
**Waste Management**

As the head of organizational and talent development, Melkeya McDuffie leads a team of nearly 200 talent professionals responsible for talent acquisition, performance management, succession management, career mobility, and organizational development across an enterprise of 45,000 employees. McDuffie led the HR organization through a transformation aimed at modernizing the HR function and elevating and optimizing its performance.



**Jason Munoz**  
**Head of Global Talent Acquisition and Employee Experience**  
**Weatherford**

Jason Munoz joined an organization that operated in a siloed environment over 70 countries and multiple business lines and unified it under a single global talent strategy for the first time. This required initiatives like implementing new global RPO and ATS solutions; revamping employer branding; improving the candidate experience; standardizing onboarding and offer packages; and implementing global headcount planning across the business. Thanks to these programs, Weatherford was able to decrease cost per hire by 8 percent, reduce time to offer by 30 percent, decrease drop-off rates after hire by 31 percent, and introduce cost savings of \$5.3 million annually globally. The company now has the tools to position itself as an employer of choice while delivering a streamlined, white glove experience for managers and candidates around the globe.



**Daniel Phelps**  
**Vice President of Global Talent Acquisition and People Analytics**  
**Genesys**

In the six years since Daniel Phelps joined Genesys, he has been an integral part of the evolution from a small software company to a midsize cloud company. In that time, Genesys swelled from just 1,800 employees to nearly 6,000. Much of this growth is due to Phelps' decision to bring talent acquisition in-house—an initiative that saved the organization \$2 million in a single year. This required building a talent acquisition infrastructure from the ground up and maintaining close relationships with business leaders from the C-suite to the frontlines to make sure their hiring needs were met. The approach has been met with positive results; attrition has decreased by approximately 10 percent, bringing Genesys below the industry average.





**Jeff Sebree**  
**General Director of Talent Acquisition**  
**Union Pacific Railroad**

Jeff Sebree took over a disjointed talent acquisition team with a challenged reputation within the organization and immediately leveraged his audit experience to evaluate and improve the talent acquisition function. His first task was completely restructuring the recruitment team, removing silos that were stalling collaboration and productivity, and empowering recruiters to develop specific strategies for their assigned territories. In addition to delivering significant cost savings, this restructuring greatly improved the efficiency of the recruitment team. For example, the team was able to improve their productivity and overall hiring results by using virtual tools, as illustrated by improving virtual hiring practices sevenfold.



**Corey Shaw**  
**Assistant Vice President of Talent Acquisition**  
**Canada Life**

Corey Shaw was instrumental in managing Canada Life's transition to a new operating model that significantly increased hiring volume and the need for talent with new skill sets. He introduced a proactive approach to talent planning and pipeline development that has decreased organizational reliance on external search vendors, reducing external agency spend by more than 50 percent. HR technology was key to this transition; Shaw introduced a beta-tested talent data warehouse product that identified where talent existed, what value propositions mattered, and what drove turnover at other organizations to better support targeted attracting and sourcing plans. He also leveraged artificial intelligence tools to manage entry-level, high-volume hiring, increasing the capacity of the recruitment team. A candidate pipeline tool was critical to success, enabling the team to keep talent prospects warm and available for opportunities. Within six months, the pipeline had more than 600 candidates and is currently converting at a 3 percent hiring rate.



**Camille Shrouder-Henry**  
**Director of North American Talent Acquisition and Candidate Experience**  
**Fleet Complete**

Camille Shrouder-Henry enabled her organization's growth from 80 Canada-based employees five years ago to 1,000 employees across the globe today. Her award-winning strategies to capture and retain talent in highly competitive markets facilitated organizational growth from \$20 million to over \$125 million in revenue.



**Nora Sievers**  
**Vice President of Global Talent Acquisition, Mobility, and Immigration**  
**UnitedHealth Group**

Nora Sievers has taken bold risks to drive meaningful change in the talent acquisition function at UnitedHealth Group. Her three-year transformation strategy is estimated to offer between \$8 million and \$9 million in cost savings to the enterprise and deliver high-quality support to the organization's 325,000 employees and millions of candidates worldwide. From launching innovative applications with data insights to developing a "common language of leadership" that is used to evaluate applicants, Sievers has the vision and passion to influence a better way of working.



**Stacy Van Meter**  
**Vice President of Talent Acquisition and Employment Brand**  
**Deluxe Corp.**

Stacy Van Meter pushes her team to think differently about talent acquisition, resulting in cutting-edge tactics that attract talent and create a positive candidate experience. In 2019 alone, she engineered multiple high-profile projects, including introducing a brand new high-volume RPO solution, MSP program, diversity recruitment enhancements, Workday adoption, and referral and employment ambassador programs. Van Meter has also pioneered several initiatives to improve the candidate experience, resulting in its seven-year recognition in the Talent Board's "Candidate Experience Awards." These range from driving innovative hiring manager job description videos to encouraging content creation through employee brand champions.



**Durell Vieau**  
**Director of HR and Global Leadership**  
**Lhoist**

As a woman working in a male-dominated industry, Durell Vieau has put herself on the line to drive change and embrace a culture that is welcoming to female leaders. Her "Women in Leadership" program provides an annual workshop and conference; executive coaching, assessments, and 360 feedback; and mentorship and networking opportunities. Vieau has also implemented various internship, mentorship, and management training programs to develop high-potential leaders within the organization. Thanks to her efforts, 70 percent of leadership roles are filled internally, engagement scores are high, and regrettable turnover is below 4 percent.



**Ohad Zaslavsky**  
**Vice President of HR and Global Talent Acquisition**  
**Intel Corp.**

Ohad Zaslavsky has led the talent acquisition team at Intel through a multi-year transformation focused on increasing quality of hire, improving the hiring manager experience, and positioning the talent organization to be on the forefront of the HR digital evolution. One component of this transformation was shifting the focus from transactional activities that could be better performed by technology, and redistributing those resources to provide better relationship development with candidates and support to hiring managers. The results have been staggering: In under two years, Intel has cultivated a pipeline of over 2.5 million engaged candidates. Eighty-six percent of hiring managers are satisfied with the quality of candidates and 90 percent of hiring managers are satisfied with their hiring experience.