



TOP HRO SUPER STARS

This year's Superstars are leaner and meaner. As the times change, so does the HRO marketplace. *HRO Today* has published the Superstar listing for four consecutive years, and each time the selection process is a slog. As we set out to compile a list of the best and brightest HRO stars in the industry, we are reminded that many more leaders are deserving of recognition than we can fit into these pages.

The 2007 Superstars are a collection of the top buyers, service providers, advisors, opinion leaders, and others paving the way for HRO's growth. This year's list clocks in at 143, a little smaller than for 2006 but still packing as powerful a punch.

The Superstars included in the following pages are buyers whose foresight to get involved in HR BPO has put them ahead of the game; providers who have stuck around for the long haul to bring service delivery to the mid-market and global players; advisors who have officiated many of the HRO deals covered within these pages; and opinion leaders who write the rules for outsourcing engagements. This year's list of European HRO leaders has also grown immensely, proving that HRO is finally gaining momentum on the European continent.

As HRO matures, some of the changes we predicted have come to pass. Not only has the market churned out more deals, but vendors are still playing the M&A game, especially when it comes to recruitment process outsourcing; bigger, stronger providers are gobbling up smaller niche players.

Buyers, too, have leveraged their power. If you don't believe us, take a look at the new entrants on the buyers' list; many of them are members of the HRO Buyers Group, an informal association of HRO users who share and discuss the good and bad of their outsourcing engagements.

This section is segmented by four categories: buyers, providers, thought leaders, and European Superstars. Only HR professionals engaged in multi-domain HRO are qualified as buyers. As you can see, many are senior leaders and may already have a seat at the table, so their perspective on outsourcing is from a board's eye view.

Similarly, providers listed here are also mostly at the executive level, since they are setting the pace for the market. In the thought leadership category, you'll notice the HRO household names of advisors, analysts, academicians, and others helping to grow the market. And our European Superstars section is a compilation of all three categories, except they are all leaders in the red-hot European market.

Many people ask, "How can I be a Superstar?" Compiling such a list of HRO industry leaders is no easy task, especially when almost half of the individuals recognized are new entrants. For more information about the selection process, turn to p. 38 to nominate a candidate for next year's listing.

We hope you enjoy this year's Superstars listing. As always, we encourage your input on how we can make the next Superstars listing even more informative and useful to your HRO endeavors.

2007 HRO SUPERSTARS



BUYERS

With 40 buyers in the club this year, the ranks of HRO practitioners continue to swell. You can be sure that in the wake of their success will come a new generation of HRO buyers, following the well-traveled trail blazed by these enterprise-level HR superstars.

SUPERSTAR	ORGANIZATION	TITLE	WHAT MAKES THEM SHINE SO BRIGHT
J. Steele Alphin	Bank of America Corporation	Chief Administrative Officer	For post-merger transition of dual-provider enterprise HRO to single-provider
Peter Au-Yang	PHH Mortgage	Senior VP, HR and Learning Development	Willing to mortgage company's HR future on outsourcing.
Mark Azzarello	International Paper	Director HR Operations	Head HR BPO buyers clubber
Tyler Benjamin	Jose Cuervo International	HR Manager	Took a shot at HRO and liked the taste
Kathy Conti	American Express	VP-HR Service Capability Strategy and Stakeholder	HR BPO buyers clubber
Rita Ennis	PHH Arval	Senior VP HR	Was fleet of foot in rolling out HRO following spin-off from Cendant
Ken Erffmeyer	The Thomson Corp.	VP, Human Resources	HR BPO buyers clubber
Kathleen Geier	Goodyear	SVP HR	Using HRO to do HR without spinning wheels
Dominique Grau	Agilent Technologies, Inc.	VP-Compensation, Benefits, and HR Services	HR BPO buyers clubber
Steve Grossman	Strategic Restaurant Franchise Acquisition Corporation	CFO	For implementing an innovative HR program to help staff restaurants damaged by Katrina
Stephen Hallett	Rohm & Haas	Director, HR Shared Services and Operations	HR BPO buyers clubber
Albert Hawkins	State of Texas	Executive Commissioner, HHSC	Used HRO to keep the Lone Star State from bustin' the budget
Gayle Hayhurst	Best Buy	Senior Director	HR BPO buyers clubber
Ellen Hirsch	Grainger	Director of HR	Raving fans of RPO
Maribel Israel	Mervyns	HR Business Services Operations Analyst	HR BPO buyers clubber
Donna Kaptain	Sony Electronics	HR Leader	HR BPO buyers clubber
Cydney Kilduff	Kellogg	Director of Recruiting and Staffing	HRO ... it's grrreat!
Michael Lapetina	Unisys Corp.	VP, HR Client Services & Reporting	HR BPO buyers clubber
Abbe Luersman	Whirlpool	VP Total Rewards and HR Solutions	Awash in HRO
Hugh MacDonald	CIBC	VP HR, Operations and Knowledge Management	Canada's most recognizable HRO customer and HR BPO buyers clubber
Shannon McFayden	Wachovia	Head of HR and Corporate Relations	Deposited the bank's HR headaches with Hewitt
John Murabito	CIGNA	EVP HR and Services	Helping the Tree of Life Company Establish Roots in HRO
Charlene Parsons	CIGNA	Vice President, Talent Optimization Human Resources and Services	HR BPO buyers clubber
Rose Patten	BMO Financial Group	Senior EVP, HR and Head of Office of Strategic Management	Master of cross-border HRO
Fred Paulenich	Levi Strauss & Co.	SVP of HR	HRO helped them continue to bring you casual Fridays
Kathryn Peterson	United Health Group	Director, Employee Services	HR BPO buyers clubber
Warren Pfister	Lockheed Martin	Director, HR Customer Services	Best hairdo in HRO, and HR BPO buyers clubber
Luigi Pierleoni	P&G	Senior VP	Four Words: world's largest HRO contract
Sekhar Ramaswamy	Prudential Financial	VP, Planning and HR Services	HR BPO buyers clubber
Robin Rockhold	Lockheed Martin	Senior Manager, HR Services Customer Operations	HR BPO buyers clubber
Barbara Rogers	Motorola	Sr. Strategic Business Alliance Manager	HR BPO buyers clubber
Randy Ross	Best Buy	VP of HR	For the best buy in HR, this retailer chose HRO
Joseph Ryan	Johnson & Johnson	Director Global HR Transformation	Visionary in charge of J&J's HR future
Ellen Schlosser	Volvo	Exec Director HR Strategy	HRO is the safe, sensible solution for Volvo
Sharon Taylor	Prudential Financial	SVP, Corporate HR	Pioneer of <i>Fortune</i> 500 HRO
Jim Theis	Delta Airlines	General Manager, Program Management	HR BPO buyers clubber
Wanda Thompson	State of Texas-HSSC	Deputy Executive Commissioner of System Support Services	Using HRO to keep Lone Star state employees and taxpayers happy
Bruce Wertheim	Tamarac Administrative Services	President	Still the largest PEO client
Richard Whitford	TSA	Assistant Director for Human Capital	Former OPM staffer used HRO to ramp up TSA in record time
Kerrie Wolfe	Hershey	Director Strategic Staffing and Employee Integration	Recruitment process outsourcing tastes sweet to Hershey

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WHO'S WHO: Buyers



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

Alphin is a member of BOA's Operating Committee and the Exult Advisory Council. He joined the bank in 1977 and in 1980 he became a compensation analyst in Personnel. He moved to Tampa in 1984 as the regional personnel manager and was named personnel director of the Florida bank in 1985. Alphin returned to Charlotte in 1988 as corporate personnel division executive for the Eastern bank, with personnel responsibilities for the general bank, institutional bank, credit policy, and recruiting. In 1992, he was the corporate personnel division executive supporting the general bank, asset management group, and financial products and in 1994 had nationwide responsibility for the personnel functions of the Consumer & Commercial Bank and Wealth Management.



PETER AU-YANG
Senior VP, HR and Learning & Development, PHH Mortgage

Au-Yang is responsible for the staffing, compensation and benefits, team player relations, and learning & development departments. He joined PHH Mortgage (then Candant Mortgage) as vice president of compensation and benefits in June 2001. Prior to PHH, Au-Yang worked with CIGNA's corporate compensation department and Hay Management Consultants. He received his education from Temple University and is a Certified Compensation Professional (CCP) and a Senior Professional in Human Resources (SPHR).



MARK AZZARELLO
Director HR Operations, International Paper

A 24-year employee of International Paper, Azzarello has served in a number of HR business and staff roles throughout the company. His responsibilities include managing the relationship with International Paper's business process outsourcing partner, Hewitt, providing an array of HR administrative and transactional services to International Paper employees. He is also responsible for the company's standardization initiatives; merger, acquisition and divestiture administrative activities; the company's learning services, integrated disability management and employee engagement initiatives; and a number of other HR service delivery areas. Additionally, Azzarello serves as chairman of the HR-BPO Buyers Advisory Board.



TYLER BENJAMIN
HR Manager, Jose Cuervo International

Benjamin's responsibilities have included developing the infrastructure for the HR department, driving and supervising the strategic development and execution of each new HR-related initiative, and integrating and aligning each of these initiatives with the overall business objectives of JCI. Prior to joining JCI, Benjamin was responsible for the development, management, and integration of HR departments at technology and internet start-ups, BountySystems, Inc., and sixdegrees.com. He graduated from Bucknell University with a B.A. in economics and Spanish and is currently an MBA candidate in the Langone Program at NYU's Leonard N. Stern School of Business.



No Photo Available

KATHY CONTI
VP, HR-Service Capability, Strategy, and Stakeholder, American Express

Conti has been with American Express Company since 1973 and has held a wide variety of positions in human resources, including relationship management, talent development, and compensation. She moved into her current role in early 2005 and has responsibility for developing strategies for improving the way HR products and services are delivered to more than 65,000 employees globally. This includes recommending outsourcing plans, developing communications, and creating change management approaches to ensure that HR service capabilities are easy to use with high user readiness. Kathy represents American Express on the HRO Buyers Group.



RITA ENNIS
Senior VP HR, PHH Corp

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



KEN ERFFMEYER
VP, HR, The Thomson Corporation

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



KATHLEEN GEIER
SVP HR, Goodyear

Geier develops and executes global HR strategy. She served as director of HR for Goodyear's Eastern Europe, Africa, and Middle East regions. From 1996 to 1999, she was director, HR central services for North America business units and corporate staff. From 1994 to 1996, Geier was director, HR employment practices and systems, and director, salaried HR and employment practices. She has operational experience and served as president of Goodyear's Cosmoflex subsidiary. After beginning her Goodyear career as a trainee, Geier worked as an industrial engineer followed by assignments in HR. She received her B.S. from Heidelberg College.



DOMINIQUE GRAU
VP-Compensation, Benefits, and HR Services, Agilent Technologies, Inc.

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



STEVEN GROSSMAN
Chief Financial Officer, Strategic Restaurants Acquisition Corp.

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



ALBERT HAWKINS
Executive Commissioner, HHSC, State of Texas

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



GAYLE HAYHURST
Senior Director, Best Buy

Hayhurst is helping the electronics giant broaden the focus of the electronics retailer from technologies and products to employees and communities. Hayhurst was architect and operational lead in negotiating and implementing the HRO relationship between Accenture and Best Buy. In this role, she was responsible for leading the transformation of HR and developing a service-center relationship that centers on the individual experience of the employees and managers. In her current role she is responsible for building a human resources team to enable Best Buy's growth businesses. Hayhurst has been with Best Buy for five years. Prior to this, she spent 13 years with Diageo, Pillsbury, and General Mills in finance, strategy, business development, and new products.

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WHO'S WHO: Buyers



ELLEN HIRSCH

Director of HR, Grainger

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



MARIBEL ISRAEL

HR Business Services Operations Analyst, Mervyns

Israel has been with Mervyn's LLC since 2004. She manages the day-to-day HRO vendor relationship with Hewitt after serving as operations lead for the company's HRO implementation team. Prior to joining the company, she was an employee benefits consultant with Towers Perrin and Watson Wyatt. She has more than 17 years of consulting experience and has worked with client organizations in various industries ranging in size from 5,000 employees to 69,000 employees. Israel received a B.A. in business administration from Seattle University. She is a member of the Northern California Human Resources Association and the HRO Buyer's Group.



CYDNEY KILDUFF

Director of Recruiting and Staffing, Kellogg

Kilduff has been with Kellogg since March 1999 and is responsible for all staffing and diversity strategy development, program design and execution, and service delivery in the U.S. Most notably, she has led an innovative initiative to outsource the entire recruiting function at Kellogg. Prior to joining the company, Kilduff was senior vice president, corporate staffing at a large mid-western regional bank holding company. She also previously worked in HR with the Federal Reserve Bank. Kilduff holds certification from SHRM and received her bachelor's degree in business from Cal Poly, San Luis Obispo.



ABBE LUERSMAN

VP, Total Rewards & HR Solutions, Whirlpool

Luersman is an organizational/management development professional at Whirlpool Corporation with experience consulting to all levels, creating innovative ideas, people solutions, and processes to effect change and manage staffs and budgets. Over the past 14 years, she has held various positions of increasing accountability at Whirlpool, ranging from an assembly associate to her current role. In her current capacity, Luersman has accountability for Whirlpool's compensation and benefit global strategies; talent and leadership capability; organizational capability and performance diversity and inclusion for whirlpool's global corporate center functions; and global HR platform (people, processes & technologies).



HUGH MACDONALD

VP of HR, Operations and Knowledge Management, CIBC

MacDonald manages CIBC's HR BPO relationship with EDS since being selected to lead the original transition team in 2001. He designed CIBC's HR BPO governance model, which has been recognized as an outsourcing best practice. He is a well-known, candid, and passionate speaker on the subject of HRO and has presented to audiences across North America, Europe, the Middle East, Africa, and Australia. A career HR executive, MacDonald has an M.A. with advanced training in conflict analysis and management and is a certified HR professional.



SHANNON MCFAYDEN

Head of HR and Corporate Relations, Wachovia

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



JOHN M. MURABITO

Executive Vice President Human Resources and Services, CIGNA Corporation

Murabito was named executive vice president of CIGNA Corporation in July 2003 with responsibility for driving growth in CIGNA's businesses through an effective HR and people strategy. He is responsible for planning, staffing, talent management, and succession processes, compensation and benefits, leadership development and training, employee relations, corporate medical operations, and employee assistance programs. He is also in charge of a variety of corporate-wide administrative areas including, travel, security, purchasing, real estate, and other business-support services. Prior to joining CIGNA, Murabito served as senior vice president of HR and corporate services at Monsanto. His background includes more than 20 years of extensive related experience.



CHARLENE PARSONS

Vice President, Talent Optimization Human Resources and Services, CIGNA Corporation

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



ROSE PATTEN

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

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



FRED PAULENICH

SVP of HR, Levi Strauss & Co.

Paulenich is an accomplished HR professional with a wide range of staff and business experience and a member of the Worldwide Leadership Team, an executive forum of the company's most senior management. Paulenich leads company-wide efforts to attract and retain top talent. His responsibilities also include defining clear career paths and developing training programs to ensure that people at all levels of the organization are highly skilled and able to perform in the competitive apparel industry. Prior to joining LSS&Co., Paulenich was VP and chief personnel officer at Pepsi-Cola North America. Paulenich received a B.A. from Hiram College in 1986.



KATHRYN PETERSON

Director Employee Services, UnitedHealth Group

Peterson joined UnitedHealth Group in 2001 to manage the relationship with UnitedHealth Group's HR outsourcing partner providing a variety of HR administrative and transactional services to UnitedHealth Group employees. She is responsible for interpreting the organization's human capital needs into process, data, operational, technical systems and customer satisfaction requirements. She also supports acquisition activities and a number of the other HR technology and service delivery areas.



WARREN PFISTER

Director, HR Customer Services, Lockheed Martin

Pfister has held various management and professional positions in employee/management development, engineering recruitment, compensation/job administration, benefits, employee relations, HRIS, and centralized HR services since beginning his career in 1983. Pfister especially enjoys the key employee and management challenges of large company transitions to new HR practices, systems and service. He received his MBA degree from Syracuse University in 1983, held internships at Carrier Corporation and Bristol-Myers Laboratories, and developed and taught a leadership training curriculum for supervisors in the Syracuse Red Cross Regional Office. His BS degree is in Psychology from the State University of New York at Oneonta.



LUIGI PIERLEONI

Senior VP, P&G

Luigi Pierleoni has the global responsibility for the 10-year contract signed by P&G for the delivery of employee services by IBM (payroll, compensation planning, employee benefits, international relocation, travel expense accounting, sourcing, and administration). He joined P&G 17 years ago and worked in Italy, Egypt, and Central and Eastern Europe and more recently in Geneva as HR director for the EMEA head-quarters. He is leading the creation of the long-term strategic partnership with IBM, building on a joint vision focused on the value that P&G and IBM can deliver to P&G employees.



SEKHAR RAMASWAMY

VP Planning and HR Services, Prudential Financial

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

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WHO'S WHO: Buyers



BARBARA ROGERS
Senior Strategic Business Alliance Manager
Motorola

As senior strategic business alliance manager, Rogers has global responsibility for Motorola's HRO contract with ACS. She manages the day-to-day operations for benefits, employee relocation, employee service center/transaction center, and learning operations.



RANDY ROSS
VP of HR, Best Buy

Ross is responsible for the leadership of core HR functions, which includes staffing, compensation, benefits, diversity and work life, HR technology, and HR operations. Ross joined Best Buy in 2000 as a HR director and was most recently promoted to his current position. He came to Best Buy with a lot of experience in HR from his previous work at Target Corp. He was also a staff psychologist at the University of St. Thomas. Ross attended the University of Iowa, where he graduated with a bachelor's degree in 1984 and received his Ph.D. in 1989.



SHARON TAYLOR
SVP, Corporate HR, Prudential Financial

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



No Photo Available

JIM THEIS
General Manager, Program Management,
Delta Airlines

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



WANDA THOMPSON
Deputy Executive Commissioner of System
Support Services, State of Texas—
Health and Human Services Commission

Thompson helps oversee a state agency providing oversight and direction for the state's health and human services agencies with a budget of more than \$12 billion annually. She has responsibility for planning and implementing an efficient and effective centralized system of administrative services for all health and human services agencies, including HR, civil rights, ombudsman office, procurement, regional administration, and facilities management. She is also charged with exploring the feasibility of outsourcing administrative functions such as HR.



RICHARD WHITFORD
Assistant Director for Human Capital, TSA

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



KERRIE WOLFE
Director Strategic Staffing and Employee Integration,
Hershey

A pioneer in recruitment process outsourcing (RPO), Wolfe led Hershey in a 2002 RPO initiative and has been a proponent of and speaker on the topic since then.

Bios Unavailable for the Following Superstars:

STEPHEN HALLETT

Director, HR Shared Services and Operations, Rohm & Haas

DONNA KAPTAIN

Sony Electronics

MICHAEL LAPETINA

VP, HR Client Services & Reporting, Unisys Corp.

ROBIN ROCKHOLD

Senior Manager, HR Services Customer Operations,
Lockheed Martin

JOSEPH RYAN

Director Global HR Transformation, Johnson & Johnson

ELLEN SCHLOSSER

Exec Director HR Strategy, Volvo

BRUCE WERTHEIM

President, Tamarac Administrative Services

Nomination Call for 2008 HRO Today Superstars

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

Each year, scores of HRO industry leaders are considered for the list. Buyers, providers, advisors, analysts, academicians, and others who participate in the HRO sector are

qualified for the Superstars. The *HRO Today* staff makes the final determination.

For the 2008 Superstars listing, nominations can be submitted to the *HRO Today* staff. Because many will be selected for accomplishments made during the next 12 months, you'll see many new face in the December 2007 issue of *HRO Today*.

To nominate future Superstars or for more information about this year's list, contact Managing Editor Denise Doig at ddoig@outsourcingtoday.com.

2007 HRO SUPERSTARS



PROVIDERS

The 36 providers listed helped buyers everywhere discover the benefits of outsourcing. These leaders were responsible for landing and overseeing the lion's share of enterprise HRO deals in 2006 and will continue to do so in the new year.

SUPERSTAR	ORGANIZATION	TITLE	WHAT MAKES THEM SHINE SO BRIGHT
Martin Babinec	TriNet	President and CEO	Smart move—got General Atlantic Partners to invest
Jason Berkowitz	Hyrian	VP Business Development	For bringing a new acronym to the HRO dictionary: RPO
Michael Beygelman	Adecco Group-North America	SVP Business Development	RPO's strategy guru
Ashok Bildikhar	Caliber Point (a Hexaware Company)	President and Executive Director	Holds claim to be Exult's engine of offshore excellence
Jeff Bizzack	Accenture BPO Services	Senior Executive	Accenture's new fair-haired surfer boy
Lynn Blodgett	Affiliated Computer Solutions (ACS)	President and CEO	Transactions and transitions leader in HRO
Karen Bowman	Convergys	President-Employee Care	HRO's most-effective deal maker: DuPont and Whirlpool
Mike Brannan	Cartus	SVP-Outsourcing Solutions	The big mover in relocation
Kevin Campbell	Accenture	Group Chief Executive-Outsourcing	Scripting the next chapter in BPO—watch the strategy emerge
William Canfield	TALX	President and CEO	Owns more employee records than anyone other than Uncle Sam
Richard Crespin	The Delve Group	CEO and Co-Founder	Risking his own money to manage the HRO Association
Brenna Garratt	The Delve Group	President and Co-Founder	Risking her own money to manage the HRO Association
John Gibson	Convergys Employee Care	SVP-Operations	Led Whirlpool through the HRO whirlwind
Julie Gordon	Hewitt	Acting President	A beacon to guide troubled provider Hewitt during a transitional time.
Mel Hall	Comprehensive Health Services	CEO and Chairman	Extended HRO value proposition to include workforce health
Peter Hart	Rideau Recognition	CEO	Employee recognition's chief champion
Troy Kanter	Kenexa	President and COO	RPO's COO of the future
Kathryn Kelly	Excellerate HRO	President	Leading this year's tide of newly ascended women execs
Regina Lee	ADP	President National Accounts Services	Helping ADP's charge into the end-to-end HRO market
Sue Marks	Pinstripe	Chairman and CEO	RPO's most successful G2 visionary
Aram Minnetian	Weichert Relocation Services	President	Weichert's relo whiz kid
Steve Rosenthal	CheckPoint HR	CEO	An early mover in mid-market HRO, growing quickly
Jean-Pierre Sakey	Headway Corporate Resources	President and CEO	What can you do with a mountain of new money in RPO?
Marc Scherr	Ultimate Software Group	COO and Vice Chairman	Turning license revenue into recurring revenue
Rebecca Scholl	ACS	Director of Market Strategy	ACS' strategic transformation diva moves to America
Dianna Sheppard	Advantec	CEO	HRO's best new mid-market CEO hire
Barbara Sheridan	HR XCEL	CEO	Out from under the HRO radar to preach the mid-market gospel
Barry Siegel	Recruitment Enhancement Services (RES)	President	First on the RPO scene and still rockin'
Ranjan Sinha	Summit HR Worldwide	Chairman and CEO	Father of O-2-O (outsourcing to outsourcers) for the mid-market
Jos Sluys	ARINSO International	CEO and Director	Father of the world's most sought-after global HRO platform
Daniel Solomons	Hyrian	President and CEO	For bringing a new acronym to the HRO dictionary: RPO
RU Srinivas	Caliber Point Business Solutions	COO	HR shared services captive expert goes commercial
Jay Starkman	Alphastaff	President and CEO	Three years in a row on HRO's most valuable list
Keith Strodman	Ceridian	SVP and General Manager	HRO's own Russell Crowe
Terry Terhark	The Right Thing	President	For doing the right thing in RPO
Eric Vonk	Gevity	Chairman and CEO	Former investment banker makes his PEO a Wall Street darling again

"Our organization thinks that single-process contracts will continue to grow and also take on more importance in the overall deals. Areas such as recruitment process outsourcing and learning/knowledge are now the difference in the deals. HRO providers will need to continue to grow their individual offerings to support client needs. For specialty providers, they will continue to see tremendous growth both in client engagements as well as by partnering with HRO providers.

—Terry Terhark, President, The RightThing

2007 HRO SUPERSTARS

WHO'S WHO: Providers



MARTIN BABINEC
President and CEO, TriNet

Martin Babinec is president and CEO of San Leandro-based TriNet, the company he founded in 1988. Having successfully established the firm as the premier HR provider for technology, financial service, and professional service firms with fewer than 1000 employees, Babinec is currently working to build the company's business process outsourcing (BPO) platform to accommodate the medium-sized employer market. Babinec received a BS in business administration from Shippensburg University. He is a recipient of the Silicon Valley Entrepreneur of the Year award, a member of the international Entrepreneurs Organization Network (EON), and serves on the board of advisors to the Kauffman Foundation's Center for Entrepreneurial Leadership.



JASON BERKOWITZ
VP Business Development, Hyrian

Berkowitz is a co-founder of Hyrian and leads the company's Fortune 500 business development and strategic alliances efforts. He helped build and manage some of the largest transformational RPO programs in history. Additionally, he has led efforts to professionalize the RPO industry through his efforts as the founding chair of the non-profit Recruitment Process Outsourcing Alliance of the HROA. Berkowitz received a BA in psychology from the University of California at Santa Barbara.



MICHAEL BEYGELMAN
SVP Business Development, Adecco Group-North America

Beygelman is senior vice president, business development, at Adecco Group North America. His primary role is solutions architecture and commercialization of innovative service delivery models across all Adecco business lines. An influential thought leader and previous advisor to numerous HR executives on HRO, Beygelman most recently was the executive director of the HROA, where he directed all operating activities and was instrumental in promoting education, the exchange of information, and the advancement of best practices in the HR outsourcing industry. He was also responsible for the successful launch of the Recruitment Process Outsourcing (RPO) Alliance.



ASHOK BILDIKAR
President and Executive Director, Caliber Point

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



JEFF BIZZACK
Senior Executive, Accenture BPO Services

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



LYNN BLODGETT
President and CEO, Affiliated Computer Solutions (ACS)

Lynn Blodgett is president and chief executive officer of ACS and a pioneer in BPO services. In 1985, he co-founded Unibase, a BPO company acquired by ACS in 1996. Under Blodgett's leadership, ACS has vastly expanded its HRO services offering beginning with the strategic acquisition of Motorola's HR business in 2002; Mellon's HR business in 2005; the Systech SAP acquisition of 2006; and the Intellinex learning solutions purchase that same year. Today, ACS provides HRO services to three million people, delivering services from more than 135 global locations in more than 60 countries and supporting 20 languages. Blodgett attended Brigham Young University and Utah Technical College.



KAREN BOWMAN
President-Employee Care, Convergys

Bowman oversees the Employee Care Group, which provides comprehensive HRO services and systems for global corporate and government clients. She is also the executive sponsor for the Global Women's Network at Convergys. Prior to her current position, Bowman served as the general counsel for the customer management group. Before joining Convergys, she was associated with the Frost & Jacobs law firm, where she concentrated on complex business reorganizations. She also served as a law clerk for the Ferdinand F. Fernandez in the U.S. Court of Appeals, Ninth Circuit, in Los Angeles. Bowman was Phi Beta Kappa and holds a B.A. in political science with highest honors from the University of Oklahoma and a juris doctorate from Wake Forest University School of Law.



MIKE BRANNAN
SVP-Outsourcing Solutions, Cartus

Brannan is responsible for strategic development and execution of Cartus' HRO business segment. Prior to his current assignment, Brannan held the position of senior vice president, account management, in which he was responsible for account management in the company's central and western regions. Brannan has served Cartus for more than 21 years. He held several leadership positions and has in-depth experience in the successful outsourced implementation and administration of many high-volume relocation accounts. He is also a member of the HROA Board of Directors and serves on the Industry Advisory Council for the Employee Relocation Council (ERC).



KEVIN CAMPBELL
Group Chief Executive-Outsourcing, Accenture

Campbell is responsible for Accenture's \$6.75 billion outsourcing business, which provides application, infrastructure, and business process services to more than 600 clients globally. He leads a team of more than 50,000 professionals charged with developing and delivering differentiated, innovative, and operationally excellent services to clients seeking outsourcing solutions to help them achieve high performance. Prior to assuming his current role, Campbell led Accenture's burgeoning BPO business from February 2005 to September 2006. He was previously with the company from 1982 to 1999, during which time he led outsourcing for its resources operating group and helped pioneer Accenture's BPO activities. He rejoined Accenture in 2005 after spending six years in various executive leadership roles in the outsourcing industry.



WILLIAM CANFIELD
President, CEO and Chairman, TALX

Since 1986, Canfield has been president, CEO, and director of TALX Corporation, a BPO provider based in St. Louis that focuses on replacing paper-based, manual methods in payroll and HR functions. He has chaired the TALX board of directors since 1988. Canfield has been an entrepreneur since 1968, after working seven years at IBM. He has started or purchased an interest in several computer-related companies and was one of the founders of Financial Data Systems, Inc. in 1968. Canfield founded and was president of Intech Group, Inc., a computer-related venture capital firm. He then founded and was chairman of Noetic Technologies Corporation, an engineering software company purchased by MacNeal-Schwendler Corporation in 1989. He served as a director of Jefferson Savings Bancorp, Inc. from 1990 to 2001.



RICHARD CRESPINI
CEO and Co-founder, The Delve Group

Crespini is the chairman of SharedXpertise LLC and the CEO and co-founder of The Delve Group, Inc. The forums help organizations share their expertise through research, education, online and offline networking, information portals, and associations in HR, finance, procurement, real estate and other business functions. The SharedXpertise Forums (formerly the SBPOA) include the SharedXpertise Leaders Forum (an elite organization for senior sourcing executives and practitioners), SharedXpertise HR Forum (which manages the HROA and HROA Europe), SharedXpertise F&A Forum, and the SharedXpertise Procurement & Supply Chain Forum.



BRENNA GARRATT
President and Co-founder, The Delve Group

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



JOHN GIBSON
SVP, Convergys Employee Care

Gibson is responsible for leading all aspects of Employee Care operations in North and South America and India, including all client programs. Gibson reports to Karen Bowman, president of Employee Care, and is located in Jacksonville, Florida. Prior to joining Convergys, Gibson was executive vice president and corporate officer for EPIX Holding Corp. He earned his bachelor's in economics and political science from Indiana University and participated in the Northwestern University Executive Development Program at the Kellogg School of Management.



JULIE GORDON
Acting President, Hewitt

Gordon is the acting president, and her current responsibilities include leading the development and execution of Hewitt's HRO strategy. Among her many strengths are her deep understandings of Hewitt's business. She has held various roles since joining Hewitt in 1978. Prior to her current role, Gordon was chief business excellence officer of Hewitt. Prior to that, she was market leader for the retirement and financial management line of business, focusing on enhancing and growing clients, improving actuarial valuation market share, and building the firm's market brand around total retirement plan management. Before 2002, she was an actuarial business leader and lead actuary and design consultant for many large organizations.

2007 HRO SUPERSTARS

WHO'S WHO: Providers



MELL HALL

Chairman and CEO, Comprehensive Health Services

Hall has served as chairman of Comprehensive Health Services, Inc. (CHS) since 1984 and CEO since 1992. In the past 25 years, he has been a partner in the financial services industry sector of Ernst & Young and president of the McLean Group, an international management-consulting firm. Hall has extensive experience in designing workplace environments that rely on technology to achieve high levels of quality and service and cost-effective products and service delivery. He is a member of the advisory board for Georgia Tech's Industrial and Systems Engineering School. Hall received a bachelor's degree in industrial engineering from Georgia Tech and a master of science in engineering management from the University of Alaska. He is a U.S. Army veteran.



PETER HART

CEO, Rideau Recognition

Hart has been the driving force in transforming Rideau from a manufacturer of promotional products and medals to one of North America's largest recognition and reward companies. His strong leadership abilities have been evident throughout his career, and he has held senior management positions with a number of international organizations during the past 25 years. He is an active member of the National Association of Employee Recognition and was recently appointed to NAER's board of directors. He is married, and has a handful of children who are constantly looking for lots of recognition and more rewards.



TROY KANTER

President and Chief Operating Officer, Kenexa

Kanter was appointed company president and chief operating officer in 2006 after joining the company in 1997 and most recently served as president, human capital management, from 2003 to 2006. From 1997 to 2003, Kanter served as executive vice president-sales and business development. From 1997 to 1999, he managed the HCM Consulting, Retention Services operations. From 1995 to 1997, Kanter was president of Human Resources Innovations, Inc., a company he co-founded that provided employee survey research and consulting that was later acquired by Kenexa in 1997. From 1990 to 1994, Kanter was employed by the Gallup Organization, a provider of research, survey, and HCM services, serving as its vice president of client services. Kanter graduated from Doane College, where he now serves on its board of trustees.



KATHRYN KELLY

President, Excellerate HRO

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



REGINA LEE

Chairman & CEO, Pinstripe

Lee, president of National Account Services (NAS), a division of ADP Employer Services, leads an organization of 4,500 associates providing HR, benefits, and payroll outsourcing services to the largest companies and institutions in North America. Lee has held numerous leadership positions within ADP and has a successful track record of meeting or exceeding organizational goals and objectives. Serving clients with more than 1,000 associates, NAS currently has more than 3,600 clients. It offers the broad-range of HR and benefits and payroll administration services that large companies need for essential employment functions with unparalleled reliability. For fiscal year 2007, Lee and her management team are focused making NAS a one-stop shop for payroll, HR, and benefits services.



SUE MARKS

Chairman and CEO, Pinstripe

A well-known founder of the recruitment processing outsourcing industry, Marks has helped client organizations turn themselves into recruiting powerhouses, upgrading their talent and increasing their success in the market. Over the span of more than two decades, in every role she has played throughout her career—CEO, operator, strategist, leader—she has embodied a focus on the future and remained an industry visionary and thought leader. She recently completed her term as a senior executive at Kelly Services, after selling her staffing and outsourcing businesses, ProStaff and HRfirst, to Kelly in late 2000. She received her B.S. in business administration from Marquette University and is an annual participant in YPO's prestigious Executive Education Program at Harvard's Graduate School of Business.



ARAM MINNETIAN

President, Weichert Relocation Services

Minnetian is responsible for the overall operating and financial performance of the company. He held the position of vice president, finance for four years prior and has been with Weichert since 1995. Minnetian was U.S. controller and worldwide controller for Alfa Laval, Inc. His responsibilities included financial reporting, management reporting, relocation management, and global assignment management. Minnetian also held a management position at Arthur Andersen & Company. Minnetian has an MBA in corporate finance from Fordham University. He is a certified public accountant and earned the Employee Relocation Council's certified relocation professional designation.



STEVE ROSENTHAL

CEO, CheckPointHR

Steve A. Rosenthal is co-founder and chief executive officer of CheckPoint HR, an administrative service organization (ASO) that offers small to mid-size organizations a single source for human resources, payroll, and benefits solutions. Since 2001, CheckPoint HR has helped organizations automate all aspects of their HR operations. In five years, CheckPoint HR, under Rosenthal's leadership, has become one of the most widely recognized ASOs for the mid-market, serving 400-plus clients throughout North America. In addition, he pioneered CheckPoint HR's ASO platform that is built on the concept of empowering an HR department with self-service tools to run a cost-effective, yet highly efficient HR operation. Rosenthal has served in a variety of HR industry leadership positions and was one of the founders of the Professional Employer Organization (PEO) concept in New Jersey.



JEAN-PIERRE "JP" SAKEY

President and CEO, Headway Corporate Resources

Sakey has more than 20 years of business leadership with a background in investment banking, private equity transactions, and commercial industry. Previously, he was president of eResourcing Americas, a division of TMP Worldwide, the parent company of Monster.com. He was also critical to Monster.com's business development strategies. Prior to selling his company, SPEC Group, to TMP, Sakey served as chairman and CEO of SPEC Group Holdings, a leading provider of technology outsourcing solutions focused in the energy sector. He led the management buyout of SPEC in 1994 and grew the business 10-fold prior to the TMP sale.



MARC SCHERR

COO and Vice Chairman, Ultimate Software Group

Scherr is chief operating officer and vice chairman of Ultimate Software, a leading provider of end-to-end strategic HR, payroll, and talent management solutions that markets its award-winning UltiPro products as licensed software and as on-demand services through outsourcing. Scherr spearheads the company's strategic, product development, and services teams. Previously, he served as director of Gerschel & Co., Inc., a private investment firm; co-founded Residential Company of America, Ltd. ("RCA"), a real estate firm; and was a partner in the Boston law firm of Fine & Ambrogne.



REBECCA SCHOLL

Chief of Staff, ACS

Scholl is responsible for strategic marketing, market intelligence, business development, targeting acquisitions and alliances, and international business development. Scholl joined ACS in May 2004 as director of market strategy for ACS in Europe. She was responsible for the European marketing team. Prior to joining ACS in 2004, Scholl was a principal analyst at Gartner, covering the BPO market. During her five years there, she managed BPO research, published numerous reports on BPO market trends, and presented at numerous industry conferences on the topic of BPO. She acted as an advisor to several countries on their offshore BPO strategy, to end-user companies evaluating BPO sourcing, and to service providers on their go-to-market strategies.



DIANNA SHEPPARD

CEO, Advantec

Appointed earlier this year, Sheppard brings more than 22 years of leadership experience to Advantec. She is a former senior vice president, sales and partnership management, of Ceridian. Sheppard directly managed a team of more than 1000 employees within her division that included sales, account management, and implementation and managed plans resulting in record retention of both employees and customers. In addition to the many years she served in high-level positions in the HR outsourcing industry, Sheppard has personal experience as a business owner and entrepreneur, which is significant to her proven ability to understand and meet client expectations. Sheppard has been active in many community organizations and served on the Board of the American Youth Soccer Organization. She is certified in Six Sigma practices.

2007 HRO SUPERSTARS

WHO'S WHO: Providers



BARBARA SHERIDAN
CEO, HR XCEL LLC

Barbara Sheridan has more than 20 years of experience in the HR field and has a unique perspective on the rapidly growing HRO industry. She spent more than 18 years working as an HR professional in various industries across the country in positions of increasing responsibility. She then created a unique HRO model to address the needs of mid-to-large size companies. She has the rare insight of an HR professional combined with a business owner's mindset—skills she has used to grow her company into a national firm. She has strong expertise in HRO, benefits administration, employment, compensation, recruitment, retention, liability management, policy development, mergers and acquisitions, and account management.



BARRY SIEGEL
President, Recruitment Enhancement Services (RES)

As a pioneer with more than 30 years of experience in the recruitment field, this is Siegel's third consecutive year as an HRO Superstar. Back in 1983, as the executive vice president of southern operations for Bernard Hodes Advertising, he conceived the original concept widely known today as Recruitment Enhancement Services. Today, under his leadership, RES is a leading provider of total outsourced talent solutions. Siegel also serves as president, interactive and staffing solutions at Bernard Hodes Group. A recognized innovator and authority on cost-effective recruiting, he has authored numerous online articles and his present book, "The Keys to Successful Recruiting and Staffing."



RANJAN SINHA
Chairman and CEO, Summit HR Worldwide

Sinha has founded and directed a number of technology-enabled service companies with global service delivery capabilities in the area of human resources, healthcare services, e-mail, and marketing services. Prior to starting Summit, he was the president and CEO of Magnifi, Inc., a Cupertino, CA-based marketing supply chain automation ASP. He has worked in management positions at Apple Computer, Lotus, and HCL. Ranjan has a master's from the Wharton School of Business and a MBA from the Indian Institute of Management, Bangalore. Sinha serves on the board of Summit HR Worldwide, Benefit Solutions Worldwide, and Greenwich Capital Venture Corporation.



JOS SLUYS
CEO and Director, ARINSO International

Sluys has a degree in civil engineering and a master's in business administration. In 1994 he founded ARINSO International, after a career at SAP and Unilever. Sluys developed ARINSO from a Belgian HR systems integrator to a global HR services partner operating in 23 countries in Europe, the Americas, and Asia-Pacific with anticipated group sales of €175 million in 2005 and more than 2,000 staff. Today, ARINSO International is a trusted HR partner of many global and European organizations. One in five *Fortune* Global 500 companies have relied on ARINSO to design, build, or operate its HR systems.



DANIEL SOLOMONS
President and CEO, Hyريان

In 2007, Hyريان will celebrate its 10th anniversary. Solomons co-founded the company in 1997 and has led it from start-up to one of the most respected RPOs serving the Fortune 500 market. This past year, Solomons introduced F-500 level services to the small and midsize market through Hyريان's new OnDemand division. In 2007 Solomons will oversee the opening of Hyريان's New York office, expanding the company's footprint to the East Coast in addition to existing offices on the West Coast and in the Midwest. A native of London, Solomons received his BA in political science and business administration from the University of California, Riverside.



RU SRINIVAS
COO, Caliber Point Business Solutions

RU has worked for the past 16 years in the U.S. and India in diverse fields such as financial analysis, strategy, quality and operations. During the past five years, he has established himself as a leading specialist in setting up and managing world-class global HR service delivery centers with capabilities spanning across more than 50 countries. He works closely with leading HRO and advisory firms across the globe in addressing HRO requirements, trends, and strategies. At Caliber Point, as its COO, RU today is leading efforts to set up a unique capability model to deliver phenomenal value for global customers.



JAY STARKMAN
President and CEO, Alphastaff

Starkman joined AlphaStaff as its president in December 2002. Since then, the company has grown from approximately 6,000 to nearly 25,000 worksite employees. Prior to AlphaStaff, he was CEO of OneChem, a software application provider. This followed a distinguished legal career, where he served as a partner at Steel Hector & Davis, an international firm, after managing his own firm for nearly a decade and arguing a seminal labor case before the United States Supreme Court (1999). He holds a J.D. from the University of Miami (graduating second, summa cum laude) and a B.S. from Florida International University.



KEITH STRODTMAN
SVP and General Manager, Ceridian

With more than 15 years of experience in business process outsourcing, HR services, product management, and finance, including involvement in the pioneering days of HR outsourcing, Strodtman is well versed in the benefits of HRO. As the leader of Ceridian's HRO business, he drives the development of HRO services and delivery capability and is accountable for the on-going service provision to Ceridian's HRO clients. Under his leadership, Ceridian was the first mid-market provider to establish HRO as a dedicated business unit. Prior to joining Ceridian, he was a director in the global BPO practice at PricewaterhouseCoopers. He developed the financial value proposition for PwCs first HR BPO contract in 1999 and was the global leader for the HR administrative segment of PwCs largest HR BPO contract.



TERRY TERHARK
President, The Right Thing

Terhark set out to develop a company that listens, explores, and addresses the individual needs of each RPO client. With his 20-plus years of experience in the recruitment industry, Terhark is emphasizing individual attention and customized service to produce results clients expect when engaging in RPO. He personifies his mantra and company namesake, "Do the right thing and good things will happen," setting the tone for company's values, ethics, and culture. Since its inception in 2003, The Right Thing has experienced more than 200-percent growth in both revenues and number of employees and looks to continue that trend for the foreseeable future.



ERIC VONK
Chairman and CEO, Gevity

Erik Vonk was appointed chairman and CEO of Gevity in April 2002. He led Gevity's successful transformation from a Professional Employer Organization (PEO) to a leader in the HR outsourcing industry. During this time, the company accelerated its profitability by 800 percent. Before joining Gevity, Vonk served as a member of the executive board of Randstad Holding NV, the third largest flexible staffing company in the world. He was president and CEO of Randstad North America, based in Atlanta. During his tenure, Vonk started the company's North American operations and built it into a profitable organization with \$1.5 billion in revenues. Vonk also has extensive experience in corporate finance and international banking. He was a member of the executive board of Bank Cantrade AG in Zurich and held senior management positions at Chase Manhattan Bank and ABN-AMRO Bank in the U.S. and in Europe. Vonk serves on the Board of Danka Business Systems PLC and CBRL Group, Inc.

"HRO must become 'glocal' (global delivery, local presence). Providers still have not reached a competency level to serve all HR functions on a truly global basis. Delivering solid global technology with world-class services in more than 30 countries remains elusive. The market needs seamless delivery of services such as payroll and time and attendance instead of the current best-of-breed model."

—Dominique Grau, VP - Compensation & Benefits and HR Services, Agilent Technologies

2007 HRO SUPERSTARS



TOP HRO SUPER STARS

ADVISORS & OPINION LEADERS

Yes, deals are made when a client and service provider make a good match, but how do you get the two together? That's where the sourcing consultant comes into play. We also can't forget about the academic and organizational leaders who are shaping HRO's image. The group is 30 strong and growing.

SUPERSTAR	ORGANIZATION	TITLE	WHAT MAKES THEM SHINE SO BRIGHT
Chuck Allen	HR-XML Consortium	Director	Bringing together HR technology one byte at a time
Peter Bendor-Samuel	Everest Group	Founder, Chief Executive	Made the BPO "mountain" powerpoint slide famous
Bill Bierce	Bierce & Kenerson	Partner	Coxswain of the BPO legal rowing team
Naomi Bloom	Bloom & Wallace	Managing Partner	Most sought-after HR technology consultant
Cris Collie	Employee Relocation Council	Executive VP	The godfather of HR association management
Glenn Davidson	EquaTerra Public Sector	President	HROA's first Chairman, HRO's best beltway semi-insider
Paul Davies	Debunk It	Principal	Driving European enterprise-level HRO
Phil Fersht	Everest Group	SVP Research	HRO, FAO, and BPO's very own rock-star analyst
Mike Friend	IDC	Research Manager, European Business Services	Cool-headed BPO analyst, neither shaken nor stirred
Scott Gildner	TPI	Partner and Managing Director	A boutique that went mainstream HRO by being bought
John K. Halvey	Milbank, Tweed, Hadley & McCloy, LLP	Partner-Strategic Sourcing and Technology	Wrote the book on BPO (literally)
Mark Hodges	EquaTerra	Chairman	Visionary leader of market-leading sourcing advisors
David Hodgson	General Atlantic Partners	Managing Director	Believer in HRO'S mid-market bonanza
Michel Janssen	The Hackett Group	Managing Director	Eminence grise of the advisory community
Braden Kelly	General Atlantic Partners	Managing Director	Visionary investor, sees HRO through a healthcare lens
Venetia Kontogouris	Trident	Managing Partner	HRO's most highly caffeinated investor
Ed Lawler, III	University of Southern California	Professor	HRO's No. 2 academic workhorse (coming up on the outside rail)
James Macdonald	First Analysis Corporation	Managing Director	Long-time true believer in HRO's value proposition
James Madden	General Atlantic Partners	Special Advisor	Fathered enterprise-level HRO at Exult, still betting on BPO innovations
Barbara Melby	Morgan Lewis	Partner	Don't mess with this HRO lawyer
Gil Parker	Vales Consulting	Director	Heavyweight champion of proposal writing
Akiba Stern	Morgan Lewis	Partner	HRO law's biggest brain
Richard Tinervin	Tinervin Advisors	Founder and Managing Partner	HRO's stealth powerhouse: Founded Citistreet; Sungard dealmaker
Mark Toon	EquaTerra	Co-founder and CEO	Operational head of revolutionary lifecycle sourcing concept
Cathy Tornbohm	Gartner	Principal Analyst-IT Services and Sourcing	Researcher with a big eye on HRO globalization
Dave Ulrich	University of Michigan	Professor	HRO's No. 1 academic workhorse (and most highly paid too)
Joe Vales	Vales Consulting	Partner	World's highest-paid BPO marketing guru (and worth it)
Atul Vashistha	NeoIT	CEO	Services globalization's favorite spokesperson
Avanish Vashistha	Tholons	CEO and Global Managing Partner	Captivating the world with his shared-services message
Barry Wiegler	Sourcing Interest Group	CEO	Shepherd-in-chief of BPO thought leaders

"HRO in the mid-market is expanding beyond the boundaries of the U.S. As a result, we are seeing an increase in the need for a robust ASP solution with the ability to provide international support for employee data with country-specific tracking capabilities.."

—Barbara Sheridan, President & Co-founder, HR XCEL, LLC

2007 HRO SUPERSTARS

WHO'S WHO: Advisors



CHUCK ALLEN

Director, HR-XML Consortium

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



PETER BENDOR-SAMUEL

Founder, Executive Chief Officer, Everest Group

Bendor-Samuel's thought leadership and expertise span more than two decades of developing large-scale outsourcing and partnering solutions. Bendor-Samuel is the recipient of the 2001 Outsourcing World Achievement Award, serves as an advisor to the Strategic Outsourcing Council of Japan, and is the author of "Turning Lead Into Gold: The Demystification of Outsourcing." Before founding the Everest Group, Bendor-Samuel was an executive with EDS and founded the outsourcing division of Ernst & Young, LLP. He holds a B.A. and an MBA from Baylor University.



BILL BIERCE

Partner, Bierce & Kenerson

Bierce is an internationally recognized BPO lawyer based in New York City. He is the founder and a senior lawyer of Bierce & Kenerson, P.C., a corporate and technology law firm. Bierce is also editor-in-chief of *Outsourcing Law & Business Journal*, a monthly e-letter, and www.outsourcing-law.com, the premier web site for executives and in-house lawyers on outsourcing practices. Bierce graduated from Yale University, University of Grenoble School of Law, and NYU School of Law.



NAOMI BLOOM

Managing Partner, Bloom & Wallace

Bloom is the most recognized consultant and thought leader in the HRMS industry. Her focus is on the application of IT to achieve breakthroughs in business outcomes and efficiency, and on the related business, technology, and investment strategies of end-users, HRM software vendors, HRM outsourcing providers, and investment firms that participate in this industry. A frequent speaker, author, and advisory board member, Bloom, who received her MBA from Boston University, received IHRIM's Summit Award in 1995 for her contributions to the industry.



CRIS COLLIE

Executive VP, Employee Relocation Council

Collie has been guiding Worldwide ERC since his arrival in 1972. In addition to directing the planning and implementation of ERC's programs, publications, and services, he serves as the relocation industry spokesman. Under his guidance, ERC has grown from a small U.S.-focused association of fewer than 300 members to a globally recognized authority on workforce mobility issues, with a continually expanding membership of more than 12,000 professionals. Collie is much-sought after as a presenter and in a leadership capacity, inside and outside the relocation industry.



GLENN DAVIDSON

President, EquaTerra Public Sector

Davidson has been both a public-sector buyer and commercial provider of IT/telecommunications and business process management-related services during his 30-year career. His public sector roles have included: chief of staff to a governor of Virginia; executive vice president and COO of the Computer & Communications Industry Association; and legislative director to an Ohio Congressman. Davidson also spent significant time in the commercial sector—both as a consultant and as a provider of services and solutions. He was chief of strategy and corporate development for Accenture HR Services, with clients that included the U.S. Transportation Security Administration, City of Copenhagen, and Australia's Victorian state government.



PAUL DAVIES

Principal, Debunk It

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



PHIL FERSHT

VP, BPO Research Group, Everest Group

Phil Fersht leads Everest's BPO research initiatives to buyers of sourcing solutions across HR, finance and accounting, and procurement sourcing disciplines. Fersht is a highly respected and recognized industry analyst, having lived extensively in Europe, North America, and Asia as an analyst, advisor and providing global sourcing advice to both service providers and buy-side communities for 12 years. He is a frequent author and speaker on HR, finance and accounting, and procurement sourcing trends and issues as they relate to business transformation, global sourcing strategies, and information technology. He writes frequent columns for various leading industry publications and speaks regularly at various global events, including HRO World and the FAO Summit in New York, SHRM (Society for HR Management), the Sourcing Interest Group (SIG), the Conference Board, SBPOA's Finance Transformation Europe, IDC's Directions, the HR Technology Conference and Expo in Chicago, and the Human Genome Congress in Tokyo. Prior to joining the Institute, Fersht worked on a significant number of research, consulting, and advisory engagements with enterprise buyers and services and technology providers in the realms of professional services, outsourcing strategy and IT.



MIKE FRIEND

Research Manager, European Business Services, IDC

Friend heads IDC's European HR services research practice, providing his clients with regular commentary, insight, and strategic consulting services relating to the HR consulting, payroll, benefits outsourcing, and HR business process outsourcing markets. He also manages IDC's European BPO market research, which he has led since its launch in January 2002. Friend is a frequently quoted analyst and speaker at BPO and HR services events. He is also co-author of "Technology and Offshore Outsourcing Strategies," published by Palgrave MacMillan. He is a fluent German speaker and holds a European business BA (Hons.) degree from Nottingham Trent University.



SCOTT GILDNER

Partner and Managing Director, TPI

Gildner is responsible for the development of TPI's strategic direction and the overall leadership of the practice. His knowledge derives from practical experience assisting global organizations in the selection and implementation of HR sourcing solutions. Throughout his career, Gildner has assisted large, multinational organizations implementing business process service offerings. Prior to joining TPI, he established Gildner & Associates, and as the owner and president, he leveraged his extensive outsourcing and benefits consulting experience. He has helped more than 50 Fortune 200 clients with their HRO strategy development. He has been personally involved in more than 250 client engagements related to assessing, implementing, or managing outsourcing relationships and has negotiated more than 100 separate outsourcing agreements covering more than \$2 billion of contracted services.



JOHN K. HALVEY

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

Halvey practices in all areas of technology law, with particular emphasis on IT, BPO, and venture capital transactions. He has represented companies in many of the largest technology, telecommunications, and BPO transactions, and his work in this area has been the subject of articles in numerous magazines. His latest book, "Business Process Outsourcing Transactions: Process, Strategies and Contracts," was published in 2000. He is a graduate of Tufts University, Emory University School of Business, and Emory University School of Law.



MARK HODGES

Chairman, EquaTerra

Hodges is the leading authority on BPO and HRO, authoring the very first market research report on BPO in 1989. Hodges is one of the founders of EquaTerra and has been widely heralded as the pioneer of HRO, for which he has been a thought leader, frequent speaker, and author for more than 10 years. Hodges has won the HR Sourcing Executive of the Year award for two consecutive years since the award's inception. He leads major engagements in BPO and HRO, including deals executed by Marriott, DuPont, Delta Airlines, Unilever, TXU, Chevron-Texaco, Williams Companies, Whirlpool, and many other corporations. He was a founder of Exult Inc., the world's first HRO provider, where he headed corporate development, strategy and marketing, during Exult's inception, start-up, and growth phases.



DAVID HODGSON

Managing Director, General Atlantic Partners

Hodgson joined General Atlantic in 1982 and has more than 20 years of experience identifying and assisting portfolio companies worldwide in all areas of their development. Hodgson serves as a director of a number of public and private information technology companies including TriNet, IPValue, InsightExpress, Northgate Information Solutions, and Xchanging. He graduated summa cum laude from Dartmouth College in 1978 with a degree in mathematics and social sciences. In 1982, he received an MBA from the Stanford University Graduate School of Business.

2007 HRO SUPERSTARS

WHO'S WHO: Advisors



MICHEL JANSSEN

Managing Director, The Hackett Group

After leaving the Everest Group this year in favor of a more research- and benchmark-oriented position at the Hackett Group, Janssen, one of the industry's most knowledgeable industry insiders, now helps HRO buyers and many other organizations gauge how well run their internal performance and capabilities are as well the external ones compared with others in the industry. His influence over sourcing decisions is now made in a more indirect way than directly as a sourcing advisor at Everest, where he most recently served as president-supplier solutions. Before Everest, he was a senior member of Gartner's strategic sourcing practice and was responsible for developing and implementing service offerings across Gartner business units.



BARBARA MELBY

Partner, Morgan Lewis

Melby is a partner in the Global Outsourcing Group and represents a diverse client base, including those in the life sciences, consumer goods, health, and retail industries. One of the leading outsourcing attorneys in the U.S., she co-authored two of the seminal works in the outsourcing field, "Information Technology Outsourcing: Process, Strategies, and Contracts" and "Business Process Outsourcing: Process, Strategies, and Contracts." Melby was recently recognized by Chambers USA as one of the nation's leading lawyers for business process outsourcing.



BRADEN KELLY

Managing Director, General Atlantic Partners

Kelly has worked at General Atlantic since 1995 in the New York City and Greenwich offices from 1995 through mid-2001, at which time he relocated to California to open General Atlantic's Palo Alto office. He has extensive experience with applications and services companies and has specific expertise working with healthcare-related information technology companies. Kelly is a director of several public and private companies, including Eclipsys, HEALTHvision, ProxyMed, Inc., Schaller Anderson, and Tickets.com. Prior to joining General Atlantic in 1995, he was a member of the mergers, acquisitions, and restructurings department at Morgan Stanley & Co.



GIL PARKER

Director, Vales Consulting

Parker has 30 years of marketing and business development experience with the leading public accounting and consulting firms—Deloitte, McKinsey, Price Waterhouse, and PricewaterhouseCoopers. He organized the national sales proposal groups at Deloitte and Price Waterhouse, where he directed and authored more than 250 successful proposals to the boards and senior managements of Global 1000 companies, including many of the world's largest HR outsourcing proposals. At Vales Consulting Group, Parker leads the firm's sales proposal services and develops strategic marketing plans, value propositions, and sales materials.



VENETIA KONTOGOURIS

Managing Partner, Trident

Kontogouris joined Trident Capital in 1999 as a managing director. Previously, she was president of Enterprise Associates, LLC, the venture capital division of IMS Health Incorporated, and has held various venture capital positions since 1989. Before that, as SVP venture development at Cognizant Corporation, she represented Cognizant in the Information Partners Capital Fund, formed by Dun & Bradstreet and Bain Capital. She has held executive positions in new product development and marketing at D&B and sales management positions at AT&T and IBM. She has also launched her own start-up telecommunications company.



AKIBA STERN

Partner, Morgan Lewis

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



ED LAWLER, III

Professor, University of Southern California

Edward E. Lawler III is professor of business and director of the Center for Effective Organizations in the Marshall School of Business at the University of Southern California. He joined USC in 1978, and in 1979 he founded and became director of the University's Center for Effective Organizations. He has consulted for more than 100 organizations on employee involvement, organizational change, and compensation and has been honored as a top contributor to the fields of organizational development, organizational behavior, corporate governance, and HR management. The author of more than 300 articles and 38 books, his work has appeared in leading academic journals as well as *Fortune*, *Harvard Business Review*, and leading newspapers including *USA Today* and the *Financial Times*.



RICHARD TINERVIN

Founder and Managing Partner, Tinervin Advisors

Tinervin has more than 30 years of experience in international and U.S. financial services. After electing early retirement from Citigroup, he formed Tinervin Advisors as an independent consultancy to asset management organizations to include leading the adoption of BPO. Tinervin received his B.A. in psychology from the University of Vermont and an MBA from Fairleigh Dickinson University. He holds Series 7, 63, and 24 Securities Licenses. Other industry leadership affiliations include the American Bankers Association, the Association of Investment Management Sales Executive, and the International Association of Financial Planners.



JAMES MACDONALD

Managing Director, First Analysis Corporation

Macdonald specializes in business services and outsourcing at First Analysis. He leads the firm's Outsourced Services practice. His public company coverage includes Administraff, Gevity HR, Intuit, Century Business Services, Hewitt, and TALX. On the private equity side, First Analysis has made a variety of investments in HR outsourcing and staffing companies.



MARK TOON

Cofounder & CEO, EquaTerra

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



JAMES MADDEN

Special Advisor, General Atlantic Partners

In addition to being a special advisor to General Atlantic, Jim Madden is a partner with Accretive, LLC, a private equity firm focused on creating value in unique, well-positioned businesses. He serves on the board of directors at Accretive Care, TriNet, and Genpact. Previously, Madden was the founder, chairman, and CEO of Exult, Inc., the innovator and market leader in human resources business processing for Global 500 corporations. After merging Exult into Hewitt in late 2004, Madden became a special advisor with General Atlantic. He has also served in a variety of technology services industry leadership positions. In 1993, he joined Systemhouse, a technology consulting and processing company, as vice president and managing director of the Los Angeles office. In 1995, he was named president of the U.S. and Latin American divisions and grew the unit into a \$2 billion division of MCI. In 1997, he became corporate chief financial officer of the IT services unit. Prior to joining Systemhouse, Madden was a principal at Booz-Allen & Hamilton. He began his career in 1983 with Andersen Consulting (now Accenture).



CATHY TORNBOMH

Principal Analyst-IT Services and Sourcing, Gartner

Tornbohm is Gartner's lead research director for BPO in Europe. She helps European-based organizations understand which HR outsourcing vendors are best placed for them to work with but also whether HR BPO is a suitable direction for their organization to take and whether they are indeed ready to engage in outsourcing activity. Tornbohm has been research outsourcing trends at Gartner for eight years and previously worked at BT's consulting and systems integration business. She holds degrees from Cranfield M.Sc., marketing and product management, and De Montfort University B.S., industrial business systems.

2007 HRO SUPERSTARS

WHO'S WHO: Advisors



DAVE ULRICH

Professor, University of Michigan

Ulrich is a professor of business at the University of Michigan and a partner at the RBL Group, a consulting firm focused on helping organizations and leaders deliver value. He studies how organizations build capabilities of speed, learning, collaboration, accountability, talent, and leadership through leveraging HR. He has helped generate award-winning databases that assess alignment between strategies, HR practices, and HR competencies. Ulrich has published more than 100 articles along with numerous book chapters and 12 books. He was the editor of the *Human Resource Management Journal* from 1990 to 1999, served on the editorial board of four other journals, is on the board of directors for Herman Miller, a Fellow in the National Academy of Human Resources, and co-founder of the Michigan Human Resource Partnership. He has consulted and conducted research with more than half of the Fortune 200 companies.



JOSEPH VALES

Partner, Vales Consulting

Vales is the recognized marketing guru of the BPO industry. He is the founder and senior partner of U.S.-based Vales Consulting Group, which focuses on helping clients build businesses that seek to dominate markets or market segments. Vales is known for building brands that shape markets for years to come. He also recently co-founded The Reference Standards Board, an industry organization that works closely with outsourcing service providers to provide client references that help corporate buyers make informed decisions in the industry's highly competitive RFP process.



ATUL VASHISTHA

CEO, NeoIT

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



AVINASH VASHISTHA

CEO & Global Managing Partner, Tholons

Avinash Vashistha is the CEO and global managing partner of Tholons. He is also founder of neoIT, co-author of the book "The Offshore Nation," and an acknowledged services globalization guru. He has more than two decades of pioneering experience in services globalization in a variety of vertical industries including telecom, retail, healthcare, and financial services, among others.



BARRY WIEGLER

CEO, Sourcing Interest Group

Wiegler conceived the idea for the Sourcing Interests Group in 1991 and has led the vision for the group's early recognition and movement into new sourcing arenas. He serves as the group's CEO as well as the lead moderator for SIG's conferences. He actively facilitates the relationships of SIG's members and is in the hub of much of the industry's sourcing initiatives. As the leader of the neutral sourcing organization, Wiegler has been honored to serve as a judge for industry awards presented by other major organizations.

"HR service providers will need to find ways of leveraging capabilities across clients. Not just technology assets, but process and people assets as well. In addition, they will need to build evidence of success at commercializing HR through governance and metrics. The use of outsourcing and shared services is helping HR leaders make their organizations more commercial. HR metrics are at the heart of this. Showing that HR is in command of its numbers, both for HR and those of the business that it serves, is critical to being taken seriously within the organization. An outsourced or centrally delivered service is in a much better place to measure, report and take action on HR metrics."

—Tim Palmer, HR Practice Lead-Europe, EquaTerra

"Outsourcing has offered products and services that our newly-formed enterprise would have found difficult (if not impossible) to create and staff for ourselves. As such, it has allowed us to focus our very limited resources on oversight (instead of step-by-step execution) of what we outsourced, while we engaged in planning and execution in areas that needed more of our attention. The future will judge if it made us more competitive. I can say today that it helped us survive in a spin-off we didn't seek on a schedule that was wild by any measure."

—Rita Ennis, Senior VP HR, PHH Arval

"As the HRO industry matures, the focus will migrate from transactional excellence to a focus on the development of an integrated talent development capability. Clients will want to work with providers who can help them identify and nurture the future leaders of their organization."

—Scott Gildner, Principal, TPI

2007 HRO SUPERSTARS



EUROPEAN HRO LEADERS

With an additional 10 superstars this year, no one can deny the staying power of European HRO. These 37 buyers, providers, consultants, and legal eagles represent the best of the best.

SUPERSTAR	ORGANIZATION	TITLE	WHAT MAKES THEM SHINE SO BRIGHT
Alan Bailey	PA Consulting	Managing Consultant	Buying the European way
Tom Olavi Bangemann	Answerthink Europe	Vice President Business Transformation	BPO Bilingualism: Speaks the language of both HRO and shared services
Hetti Barkworth-Nanton	Centrica PLC	Programme Director, HR Transformation	Teaching HR to dance the G2
Bert Drenth	ISS	HR Director-Netherlands	Netherlands' designated HRO pioneer
Claus Fey	Bayer AG	Senior HR Executive	Curing the headache in HRO
Gill Gordon	Schlumberger Ltd	Director Executive Compensation	HRO helps Schlumberger employees say 'Vive la Liberte'
Ian Harvey	U.K. Armed Forces	Air Commodore	Putting British military HR at ease
Nicholas Higgins	Valuentis	CEO	Measuring HRO's success
Geert Hofstede	Maastricht University	Professor Emeritus	Academic cheerleader for HRO's role in HR transformation
Laura Jackson	CSFB	COO HR	Global HRO pioneer
Synco Jonkeren	SAP	Director HCM BPO	Invented a recurring revenue model in HR for SAP
Deborah Kops	SharedXpertise	Head of Program Planning and Development	HRO's multilingual ambassador
Andrew Kris	SharedXpertise	Chairman of the Advisory Board	Foremost European promoter of BPO and shared services
Richard Lister	Freshfields, Bruckhaus, Deringer	Partner	One-half of the freshest faces in global HRO law
Sunita Malhotra	Electrolux	Director HR Europe-Sales and Marketing	Cleaning up European HRO
Christian Marchetti	Accenture HR Services	Managing Director	Leading the leading HRO provider
Albert Martens	IKEA	Global e-HR Manager	Using HRO to furnish themselves with the best staff
Tony McCarthy	Royal Mail Holdings	Group Director People and Organisational Development	In 2007, prepared to make the year's largest HRO decision
Brian McLaren	The Royal Bank of Scotland Group	Head of HR Shared Services	A leader in the HRO-versus-other-options debate
Helen Neale	NelsonHall	Senior BPO Analyst	Guiding HRO buyers through analytics
Dr. Ulrich Nolte	Deutsche Bank AG	Director, Global Transition Lead (NewHR)	Leading the bank into the transformation age
Bernard O'Driscoll	Lloyd's TSB	Group HR Services Director	Banking on HRO's future
Tim Palmer	EquaTerra	HR Practice Lead	Advised the biggest deal in HRO's universe in 2006
Eric Poll	Leica	Corporate VP, Strategic Marketing	Designated HRO-skeptic among European HR leaders
Stephen Randall	Hewitt	Associate	Leader in US-style HRO in Europe
Karim Rasched	Marriott Hotels Limited	Business Change Manager	Impeccable service—for both employees and guests
Mary-Sue Rogers	IBM	VP HR BTO-EMEA and Asia Pacific	HRO's own wordsmith: Coined "lift & shift" and "my mess for less"
Nicolette Sayward	Whirlpool Corporation	Global Director, HR BPM and HRIS	Global HRO innovator
Mike Seaman	KONE	Assistant Vice President HR	Lifting HR for KONE's 15,000 employees with HRO
Luca Segantini	SharedXpertise	Head of Global Operations	The operating mind behind Shared Xpertise
Nicholas Squire	Freshfields, Bruckhaus, Deringer	Partner	The other half of the freshest faces in global HRO law
Jérôme Ternynck	MrTed	CEO	Ted led RPO in Europe
Jacques Vandermeiren	ELIA	Chief Corporate Officer	Electricity transmission company powered by HRO
Per-Axel Waresjo	Intel Corporation	Director of Employee Services, Europe	Makes HRO in Europe compute
Steven Wilkinson	ExcellerateHRO	VP Sales EMEA	The sharpest provider blade in Europe
Andrew Willerton	Xansa	Principal Consultant	FAO's most prominent threat to HRO providers—watch out
Alex Wilson	BT Group PLC	Group HR Director	Enduring leader of Europe's most experienced HRO customer

2007 HRO SUPERSTARS

WHO'S WHO: European HRO Leaders



ALAN BAILEY

Managing Consultant, PA Consulting

Bailey specializes in HR sourcing advice and helping clients to understand the relative merits of a "build or buy" decision as part of their overall HR strategy and transformation. Prior to PA, he had worked with BAE Systems and its HRO joint venture: Xchanging HR Services. Bailey led BAE Systems negotiation for its 10-year, £250 million HRO deal. After transferring to Xchanging, his first role was to transfer 500 roles and build its European HR service center. His core expertise is in HR transformation, HR sourcing strategy, and shared services development and implementation.



TOM OLAVI BANGEMANN

Vice President Business Transformation, Answerthink Europe

At The Hackett Group, an Answerthink Company and leader in benchmarking and best practice advisory services, Bangemann has worked on numerous advisory engagements in all functions of a company, including a set of 40 sourcing projects (involved in shared services and outsourcing). He also appears at conferences as a regular speaker and panelist and writes articles and books; the latest, "Shared Services in Finance & Accounting," was published in February 2005. He is currently advising the Hungarian shared-service community and several other initiatives.



HETTI BARKWORTH-NANTON

Programme Director, HR Transformation, Centrica PLC

Barkworth-Nanton has led Centrica's HR transformation program during the past three years. Four years after setting up its own internal shared services, Centrica completed an initial assessment of the role of outsourcing in delivering an HR transformation vision. In May 2006, the company signed a seven-year contract with Hewitt Associates, and the services were transitioned in December 2006. She has led these activities with a strong focus on commercial viability, business change, and delivery.



BERT DRENTH

HR Director-Netherlands, ISS

After his study on HRM, Drenth started his career in HR at Metal Impress (Continental Group). In the following years, he worked for Start as director HR and district manager and as consultant and project manager at Claessens Outplacement, where he led large-scale outplacement projects (Fokker). His next career steps were director of sales and operations for Vedor and EVP HR Europe for InterXion. In the meantime, he completed his MBA studies. For four years he had his own consultancy firm for HRM and workflow. Since June 2004, Drenth has been director of human resources for ISS Facility Services in The Netherlands.



CLAUS FEY

Senior HR Executive, Bayer AG

Fey is a senior HR executive with Bayer AG, Leverkusen Germany. He has 22 years of experience in HR, predominantly in generalist and business partner roles, in Germany and more than nine years of experience in the U.S. He has led HR operations in various company M&A situations in both countries. Upon returning to Germany in 2005, he led the start-up phase of a global HR project that aims to transform the HR operating model for the company, stressing a clearer distinction of the strategic, expert, and transactional roles for HR within Bayer.



GILL GORDON

Director Executive Compensation, Schlumberger Ltd

Since 1985, Gordon has held many different positions in Schlumberger in operational, staff, and international roles. Prior to that, she worked for Ford Motor Company. Amongst her roles at Schlumberger, Gordon has been responsible for a worldwide product group in the utilities area and more recently played a key role in setting up and developing a shared-services organization for the HR function in Europe, Caspian, and Africa. She has been involved in a number of strategic initiatives in the areas of career development, diversity, and mobility as well as numerous acquisitions and divestitures.



IAN HARVEY

Air Commodore, U.K. Armed Forces Personnel Administration Agency

Harvey has served in the Royal Air Force since 1976 as an administrative officer specializing in HR and IT. He is responsible for the IT support of all administrative and HR functions in the Royal Navy, Army, and RAF During his military service, he worked as a programmer/analyst, HR manager, and account officer. In 1991, he was selected for a prestigious exchange post with the U.S. Air Force.



NICHOLAS HIGGINS

CEO, Valuentis

Higgins is an expert in organizational performance measurement and a pioneer of value-based HR, the first fully integrated HR system methodology linking to human capital reporting. He is also one of the main architects behind the VB-HR Rating and Human Capital Reporting Standards and more recently the Human Capital Composite Index (HCCI). Higgins is a regular speaker and has written a number of industry-related articles and reports and is widely regarded as a rising influence in the field of human capital. A veteran of more than 250 projects during the past 10 years, his global clients include a significant number of FTSE 100, Euro300, and S&P500 companies.



GEERT HOFSTEDE

Professor Emeritus, Maastricht University

Geert Hofstede is professor emeritus of organizational anthropology and international management at the University of Maastricht in the Netherlands. Since his retirement in 1993, he has held visiting professorships in Hong Kong, Hawaii, Australia, and New Zealand. He founded and managed the Personnel Research department of IBM Europe; he was involved in research in nearly all Western European nations and the Middle East. Through publication of his scholarly book "Culture's Consequences," he became a founder of comparative intercultural research. His ideas are used worldwide. His popular book "Cultures and Organizations: Software of the Mind" has so far appeared in 17 languages.



LAURA JACKSON

COO HR, CSFB

Jackson originally trained as a tax consultant with Arthur Andersen and then specialized in managing expatriates across the globe with CSFB. As her career progressed she broadened into the compensation and benefit arena working at Nomura. Following a brief stint at a dot.com before the bubble burst, she returned to CSFB and undertook a dual role as European head of pensions and benefits and European HR COO. Most recently at CSFB, she co-led the global outsourcing of pension and benefits administration.



SYNCO JONKEREN

Director HCM BPO, SAP

Jonkeren joined SAP in 2004 as head of HRO strategy to contribute to SAP's BPO program. He has a strong background in HR and technology having worked ten years for PeopleSoft, where he was responsible for global product strategy for PeopleSoft's HCM products. He regularly speaks and writes on HCM, technology, and HRO across the globe. He is also the International Editor for the *IHRIM Journal* and sits on the board of the IHRIM Global Special Interest Group and the recently founded HRO Association Europe.



DEBORAH KOPS

Head of Program Planning and Development, SharedXpertise

Kops is in charge of orchestrating programs directed to SharedXpertise and HROA members worldwide. Her mission at Shared Xpertise is to "build better clients" through program development and delivery. Before joining Shared Xpertise, Kops served as managing director, global sourcing transformation for Deutsche Bank in London, overseeing the development and implementation of strategies and tactics for outsourcing non-core business processes. Her focus was on transformation through the implementation of the financial services industry's first comprehensive purchase-to-pay (P2P) outsourcing and the development of "smartsourcing" tools and rules for the bank.



ANDREW KRIS

Chairman of the Advisory Board, SharedXpertise

Kris is co-author of "Shared Services: Mining for Corporate Gold and Shared Services: The Executive Briefing." Following an extensive career in international leadership roles with The Dow Chemical Company, he became a partner in Borderless Executive Search, a firm specializing in the search for leaders of trans-national corporations. Kris is a graduate of marketing and an INSEAD alumnus.



RICHARD LISTER

Partner, Freshfields, Bruckhaus, Deringer

Based in London, Lister specializes in a range of commercial work including outsourcing, offshoring, manufacturing, and technology-related transactions. He has worked for customers and vendors on multi-jurisdictional outsourcing and offshoring deals including ABN AMRO, Goldman Sachs, Compass Group, Deutsche Bank, Lehman Brothers, the U.K.'s National Health Service and Hewlett-Packard. He heads the firm's global outsourcing and offshoring practice and is a member of the international privacy group. Lister qualified in 1991 at Berwin Leighton, where he became a partner in 1997.



SUNITA MALHOTRA

Director HR Europe-Sales and Marketing, Electrolux

Malhotra is responsible for HR for sales and marketing and also leading the HR excellence initiative for the HR function across Europe. In her role, she is actively involved in creating the strategy and building the future organization and capabilities. Malhotra is an active business partner and spends the majority of her time on organizational development, change management, executive coaching, talent management, and other key processes. Malhotra has worked in various functions in sales and marketing before joining the HR function many years ago and has built HR functions from scratch several times to ensure that the HR function becomes a true business partner.



CHRISTIAN MARCHETTI

Managing Director, Accenture HR Services

Marchetti has extensive expertise in outsourcing and formidable client working relationships. Having joined Accenture in 1986, he focused his first 10 years with the organization on consulting work, specifically with ERP and finance and performance management solutions. He was involved in launching the outsourcing capability in Western Europe in the late 1990s and also led the transition team in Europe, South Africa, and Latin America from 1998 to 1999. He played a leading role in establishing and building Accenture's outsourcing practice in Gallia and in shaping the landmark F&A BPO relationship with Rhodia.

2007 HRO SUPERSTARS

WHO'S WHO: European HRO Leaders



ALBERT MARTENS
Global e-HR Manager, IKEA

Albert Martens is IKEA's face for HR transformation. Since its 1943 founding in Sweden, IKEA has offered a wide range of home furnishings and accessories of good design and function, at low prices so the majority of the people can afford them. Martens has been outspoken in IKEA's relationship with service provider, ADP.



TONY MCCARTHY
Group Director People and Organisational Development, Royal Mail Holdings

McCarthy joined Royal Mail in January 2003 and is responsible for ensuring that the company's frontline people and their managers get every support possible to carry out their roles. His main challenge is boosting the morale of Royal Mail Group's 195,000 employees and making the company a great place in which to work. Prior to joining Royal Mail, he was group HR director at BAE Systems plc, where he had worked since 1978. McCarthy has a post-graduate diploma in manpower studies from Salford University and a degree in business studies from Sheffield Polytechnic.



BRIAN MCLAREN
Head of HR Shared Services, The Royal Bank of Scotland Group

Following the acquisition of NatWest by RBS in 2000, McLaren was involved in many parts of the integration within the HR function. In implementing a global shared services model for 137,000 staffers, McLaren set up and led a service management function within shared services, which undertook a complete review of all HR processes and brought together dedicated supplier services and relationship management teams. Following this, he created professional and advisory services responsible for both running and further developing a global professional advisory service on all aspects of HR for line managers. McLaren then created a single delivery services function responsible for the operational areas of HR shared services.



HELEN NEALE
Senior BPO Analyst, NelsonHall

Neale joined NelsonHall in January 2002 and is responsible for providing research and insight for the company's BPO and outsourcing subscription service. Neale has conducted extensive BPO research involving detailed user and high-level executive interviews across a number of areas and has gained extensive knowledge of BPO marketplace trends and developments in areas including BPO and offshore BPO service delivery. She also produced detailed global BPO market sizing and forecasts, including breakdowns by service line and region. Neale currently heads NelsonHall Global Human Resources (HR) BPO research. She is a highly respected analyst and commentator and is widely regarded to be a leading expert on HRO.



DR. ULRICH NOLTE
Director, Global Transition Lead-NewHR, Deutsche Bank AG

Nolte joined Deutsche Bank in 2000 and leads the transition management team within Deutsche Bank's HR department. He is responsible for the smooth closeout of existing roles and the global transition of HR staff into new roles as part of the bank's NewHR BPO initiative. Prior to Deutsche Bank, Nolte worked at American Management Systems, Inc. and Siemens-Nixdorf AG on various international consultancy projects in the telecom and financial industry. Nolte studied electrical engineering at Polytechnic of Bielefeld, Germany (undergraduate degree) and at the Technical University of Berlin, Germany (graduate degree). He received a doctorate in mechanical engineering from the Technical University of Chemnitz, Germany.



BERNARD O'DRISCOLL
Group HR Services Director, Lloyd's TSB

After an early career in retail banking, O'Driscoll has spent the past 20 years within the HR function and has been extensively involved in reshaping HR delivery throughout that time. He is currently leading the creation of an offshored HR services delivery capability for Lloyds TSB to complement broader Group HR strategic transformation. Previous roles include HR director for the retail bank, and he has extensive experience in training and development, having been instrumental in the creation of a corporate university model within Lloyds TSB.



TIM PALMER
HR Practice Lead, EquaTerra

Palmer has more than 15 years of sourcing industry experience across the HR, F&A, procurement, logistics and IT functions. His HR solution planning experience includes the use of co-sourcing, shared services, offshoring, and outsourcing. He was the lead advisor on Unilever's global HR outsourcing contract, and he and the EquaTerra Europe team are currently working with a number of other organizations on their European and Global HR sourcing projects. He was voted Sourcing Advisor of the Year 2006 by the HR Outsourcing Association. He is an active founding board member of the HROA Europe. Palmer was previously chief business architect for Accenture HR Services, with global responsibility for strategic investments and client solutions.



ERIC POLL
Corporate VP, Strategic Marketing, Leica

Poll is responsible for IT and corporate quality. He joined Leica Geosystems as chief human resource officer in 1995 and has served in this capacity until March 2005. Prior to joining Leica Geosystems, Poll worked with Dow Chemical in the Netherlands and Switzerland, where he was involved in management training and development as well as strategy development for Dow Chemical's various businesses. He holds a bachelor's in social science from the Institute for Higher Education, Markendaal, Breda, the Netherlands, and a degree in business administration from the Institute for Business Education in Zeist, the Netherlands.



STEPHEN RANDALL
Associate, Hewitt

Randall has spent seven years in the HR shared-services center and outsourcing environment in the U.K. and internationally. He has worked in blue-chip organizations, including Accenture, BTplc, and various financial services organizations creating customer-centric, leading-edge yet pragmatic and effective programs addressing HR transformation and delivery. He most recently sat on the managed services board of Ceridian Centrefile and headed up sales and customer relations in the HR managed services business. Prior to that, he was VP of sales and customer service in one of U.K.'s first HRO companies: e-peopleserve/Accenture HR Services. He has been in senior executive roles in both large and small organizations for 10 years.



KARIM RASCHED
Business Change Manager, Marriott Hotels Ltd.

Rasched has 20 years of experience in hotel sales, operations, and general management with multiple brands and operators. In 2002, he joined a £50 million business transformation project for Whitbread PLC, as business change manager. During this time, he was responsible for the implementation of Oracle 11i into what was then a Whitbread subsidiary, the Marriott Hotels franchised business. The implementation included financials, e-procurement, e-learning, HR, payroll, and business intelligence as well as preparing for the introduction of a shared-services model across multiple disciplines. Following the sale of the business, he became responsible for establishing the outsourced HR and payroll relationship with Hewitt Associates, using the Oracle 11i delivery model, in a unique three-way relationship between Hewitt Associates, Oracle On-demand, and Marriott Hotels International.



MARY-SUE ROGERS
VP HR Business Transformation Outsourcing-EMEA and Asia-Pacific, IBM

Rogers leads the HR and learning solutions team for Asia-Pacific and EMEA. She has responsibility for ensuring that the design of the HR and learning solution will meet clients' business requirements through the creation of the appropriate transformed HR and learning process, systems, and delivery environment. Her primary focus is working with multi-national clients that have unique challenges of legal, cultural, and demographics to drive the desired change. Her professional awards include "The 25 Most Influential Consultant in the World for 2006" by Consulting Magazine.



NICOLETTE SAYWARD
Global Director, HR BPM and HRIS, Whirlpool Corporation

Sayward has been with Whirlpool for almost eight years, with increasing responsibility for all HR information systems on a global basis. Her North American responsibilities encompassed total HR solutions—including payroll/pension and benefits design and delivery for all U.S. employees, as well as HR solutions to support all HR processes. She recently relocated to Whirlpool's European corporate headquarters in Italy, where she is currently responsible for the HR BPM initiatives across EMEA.



LUCA SEGANTINI
Head of Global Operations, SharedXpertise

After a 10-year career with Masson Publishing and Adis International, Segantini set up his own consultancy, providing strategic advice and coordinating publishing, communication, and marketing projects. Making sure that akris.com and the SBPOA reinforce their position as the leading online and offline sources of knowledge and advice on shared services and BPO is Segantini's strong commitment.



NICHOLAS SQUIRE
Partner, Freshfields, Bruckhaus, Deringer

Squire is a partner in the employment, pensions, and benefits group, based in London. He specializes in employment law but also advises on a range of employee benefits, share scheme, and pensions issues. He has particular experience in employment and related aspects of acquisitions and takeovers, executive remuneration and related contractual arrangements, severance packages for senior executives, trade union and worker representation issues and discrimination law. He was educated at University College, Oxford. He joined the partnership in 1998.

2007 HRO SUPERSTARS

WHO'S WHO: European HRO Leaders



JÉRÔME TERNYNCK
CEO, MrTed

Ternynck founded MrTed in 1999 in London. MrTed is a leading global provider of talent management solutions designed to help large organizations optimize the complex processes of acquiring and deploying talent on a worldwide scale. Prior to the founding of MrTed, Ternynck created and ran The People Difference Group in 1990, a recruitment consultancy firm based in Prague. He hired more than 80 consultants across Eastern and Central Europe. Ternynck holds a master's degree in business with majors in finance and marketing from Dauphine Business University in France.



ANDREW WILLERTON
Principal Consultant, Xansa

Willerton is a senior practitioner within Xansa's HR solutions team. He has more than 16 years experience in the field of HR and payroll management, predominantly as a generalist HR executive and HRIS developer. During the past five years, he has been employed on HR and payroll outsourcing projects. His solid background in HR process transformation and transition has been developed extensively to encompass offshore HR operations. Currently, he is responsible for developing delivering commercial HR and payroll solutions for Xansa's clients.



JACQUES VANDERMEIREN
Chief Corporate Officer, ELIA

Vandermeiren began working at the energy giant in 1999, where he is in charge of legal affairs, communications, heritage and the environment, HR, and regulatory affairs. While managing 1,000 people, he is involved in the recruitment and integration of staff and the establishment of a general policy and objectives for each department. A lawyer by trade, Vandermeiren spent nine years at Electrabel prior to joining ELIA and served as in-house counsel to the distribution department at Intercom.



ALEX WILSON
Group HR Director, BT Group PLC

Wilson joined BT's leadership team in July 2002, bringing wide-ranging global experience gained in a succession of senior line and HR management positions in top FMCG companies including Ford, Grand Metropolitan, Guinness, and Diageo. He spent two years as SVP HR and group communications at ICI. Wilson has a global perspective gained from his management of business operations across North America, Asia, and Europe, and from having lived and worked in the U.S. for five years. His specialist HR credentials cover many areas of expertise, including organizational transformation, change management, industrial relations, people development, and compensation and benefits.



STEVEN WILKINSON
VP Sales EMEA, Excellerate HRO

Wilkinson joined ExcellerateHRO in July 2005. In this role, he is responsible for defining and executing sales strategy, leading specific sales pursuits, as well managing a sales and support team, solution design and pricing, opportunity qualification, injecting EMEA needs and requirements into product development and liaison with EDS and Towers Perrin sales and delivery organizations. Prior to joining ExcellerateHRO, Wilkinson worked for IBM and PwC Consulting, where he was the European HRO sales and solution leader since 2002.

Bios Unavailable for the Following Superstars:

PER-AXEL WARENSJO

Director of Employee Services, Europe, Intel Corporation Europe

MIKE SEAMAN

Assistant Vice President HR, KONE

Head of the Class

WHAT ARE YOUR THOUGHTS ON THE GLOBALIZATION OF HRO?

"Large U.S. providers are already taking advantage of offshoring, and medium-sized providers are beginning to do so as well. The larger opportunity, however, will be HR outsourcers performing multi-process services for customer with employees in multiple countries. Achieving this on a single platform and database instance—for companies having a few thousand employees or less—will be the Holy Grail of HRO for the next 5 to 10 years."

Martin Babinec, President and CEO, TriNet

"Increasingly, companies have expressed the need to enhance global reporting capability and/or are embarking on global transformations to enhance the effectiveness and efficiency of their global HR model. As activity and demand increases for global services, HRO providers will need to continue to focus on how they will deliver and compete effectively in this market. In terms of work being offshored, at the time Prudential entered its agreement, we were

aware that offshoring some of our work was a possibility. Today, components of our work are successfully delivered overseas. As providers continue to look for ways to be profitable, it is likely that offshoring will be an increasing delivery channel for outsourced work."

Sekhar Ramaswamy, VP Planning and HR Services, Prudential Financial

HOW WILL MULTI-PROCESS OUTSOURCING EVOLVE?

"We see organizations looking at major outsourcing initiatives in HR, IT and F&A and have many clients who have outsourced multiple processes to us, but the market rarely looked at this as a bundled package. There is a tremendous opportunity to leverage these processes together because of the interdependencies. The comfort level of outsourcing multiple processes in a single transaction is still evolving, but we believe the momentum is growing, and ACS is very well positioned to compete in this market."

Lynn Blodgett, CEO and President, ACS

HOW HAS HRO MADE YOUR ENTERPRISE MORE COMPETITIVE?

"As a result of our HRO, our cost of delivery within the HR organization has dramatically decreased and allowed the retained HR organization to focus on strategic capabilities. Our HRO follows a three-tier transactional service delivery model: Tier 0 is self-service. Policy questions can easily be answered on our employee portal with quick search capability. We have introduced employee self-service and manager self-service for a wide range of transactions. Before we could enable this technology, we had to develop enterprise-wide policies, procedures and workflows across multiple business units. This standardization eliminated redundant systems and complications when answering basic questions. Tier 1 is our outsourced employee call center and related technology, which reduced our cost of delivery significantly. We moved most of our service delivery from Tier 1 (in-house) to Tier 0. Tier 2 is for more complex situations that require in-house subject matter experts to resolve."

Charlene Parsons, Vice President-Talent Optimization, CIGNA Corporation