

## Access to Experts



**Carl C. Hoffmann**  
Program Director, Human Capital Analytics Council  
The Conference Board

**Carl Hoffman, PhD** is the program director for the Human Capital Analytics Council at The Conference Board.

Hoffmann has been engaged for more than 30 years in helping companies around the world meet the challenges of formulating and implementing effective human resource strategies that support their business goals. From 1978 until 1999, when his company was purchased by PricewaterhouseCoopers, Hoffmann was CEO of a successful private consulting firm that focused on helping companies collect and analyze data to support strategic workforce decisions. He then joined PwC as a partner, where he developed and led the integrated analytics practice for the Americas and the global workforce analytics practice. In 2002 when IBM acquired the PwC Management Consulting Group, Hoffmann became a partner and vice president of IBM's global business services group where he led the workforce analytics practice globally. In all of these roles, he designed and ran a number of large workforce transformation projects for multinational companies. Since retiring from IBM in 2007, Hoffmann has established a private consulting firm, Human Capital Management and Performance LLC (HCMP) that continues to work with corporate executives to make fact-based decisions that integrate workforce activities effectively with line operations to achieve business strategy.

Hoffmann is lead author of a book on workforce analytics published by Harvard Business Press called *Calculating Success: How the New Workplace Analytics Will Revitalize Your Organization* published in 2012 as well as author of numerous publications, reports, and white papers dealing with human resource analysis and research methodology

Currently Hoffman is working with Delta Air Lines, FedEx, and other airlines on sourcing and selecting pilots, measuring their performance, and dealing with the pilot shortage. He has had discussion on the pilot shortage to the operations council of Americans for Airlines, a domestic industry trade association. He has recently worked with a large global insurance company to build a global HR data warehouse and improve data quality and worked with a large global athletic apparel company using analytics to reorganize its workforce to become more efficient.

Hoffman holds a PhD in demography with a concentration in biostatistics from the University of North Carolina at Chapel Hill.

Contact Carol Courter, Manager, Corporate Communications, +1 212 339 0232, [courter@conferenceboard.org](mailto:courter@conferenceboard.org)

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