

## Access to Experts



**Karen Kichline-Ruef**  
Vice President, Learning and Talent Management  
Automatic Data Processing (ADP)

Ms. Kichline-Ruef joined Automatic Data Processing, Inc. as vice president, Learning and Talent Management in February 2008. ADP, with nearly \$9B in revenues and well over half a million clients, is one of the world's largest providers of business outsourcing solutions. Ms. Kichline-Ruef has responsibility for corporate-wide succession planning, high potential identification and development, executive and leadership development, and for global learning, including ADP University. ADP was named as one of Training Magazine's Top 125 companies for training in both 2008, 2009 and 2010. Prior to joining ADP, Ms. Kichline-Ruef was vice president, Chief Talent Officer for Lincoln Financial Group, an insurance-based financial services company based in Philadelphia, Pa. In that role she had responsibility for Lincoln's talent acquisition and management initiatives, including succession planning, leadership development, and organization development. She was also responsible for Strategic Staffing and Diversity for the corporation. Ms. Kichline-Ruef was particularly focused on succession planning, working with senior management and the Board of Directors to create and implement the strategies to staff and develop executives in the firm. LFG was the recipient of the International Association of Corporate and Professional Recruiters prestigious PRO award in 2002 for their talent initiatives. LFG was also recognized by APQC for their best practices in recruiting and retaining talent. Prior to joining Lincoln in 2000, Ms. Kichline-Ruef spent almost 20 years with Citibank and American Express, based in New York City, with key assignments in leadership development and staffing working across a variety of businesses. Before focusing on talent management, Ms. Kichline-Ruef has had a broad set of experiences in Human Resources including roles as a business partner, and in compensation, training and staffing. Ms. Kichline-Ruef has a B.S. in Commerce from Rider University in New Jersey where she was later a member of its Board of Trustees.

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