



3<sup>rd</sup> Annual **Talent**  
**Acquisition**  
CONFERENCE

Strategies and Innovations Required  
for Success in the Next Decade

September 29-30, 2016  
Marriott Downtown  
New York, NY

[www.conferenceboard.org/talent](http://www.conferenceboard.org/talent)

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**SEVENSTEP**

# Agenda

## Day 1: Thursday, September 29, 2016

Registration and Continental Breakfast: 8 – 9 am

Welcome and Introduction: 9 – 9:15 am

**Kara Yarnot, Conference Program Director**

General Session A: 9:15 – 10 am

### Find More Radical Leaders

Smart talent acquisition of top talent increases our ability to employ the right organizational initiatives and exhibit the right leadership approaches needed to make change stick. Talent acquisition leaders must constantly be on the lookout for radical leaders. What is radical leadership? It is “leading in ways that few others have the stomach to lead; while blazing new trails for next level leaders along the way.”

During this session, you will learn the 6 traits that make up “Jo’s Radical Leadership Trait Theory,” how to identify them and why they are important for the future of talent acquisition.

**Joanne Rencher, Chief People Officer, Girls Scouts of the USA**

General Session B: 10 – 10:45 am

### Case Study: Building Communities and Relationships with Talent at Lockheed Martin

Talent communities are part of the company’s long-term strategy to find and attract scarce talent. A talent community is an interactive online group whose members are joined by a common interest. It can also be a multiplier for talent acquisition, enabling Lockheed to build relationships with talent before the company needs them or vice versa. If a community member later thinks about a career move, Lockheed hopes it will be top of mind.

Gain insights from Lockheed’s first talent community—US military who are transitioning to civilian life—and the subsequent communities they have built. You’ll gain knowledge and best practices to start your own strategic talent community program

**Teri Matzkin, Manager, Strategic Sourcing and Military Relations, Lockheed Martin**

Refreshment Break: 10:45 – 11 am

Concurrent Session C1: 11 – 11:45 am

### Managing Talent Acquisition in a VUCA Economy

Growth, volatility, and the unpredictable nature of today’s business environment has put extreme pressure on TA executives to manage and adapt. Increased competition, a supply & demand imbalance, M&A activity, new business lines, added locations, and changes in strategic direction have all stretched TA teams to the breaking point. How do you creatively grow your capabilities to meet the needs of the business and become more agile? In this panel discussion we’ll hear from TA leaders who have confronted these challenges head on.

Panel Moderator:

**Greg Karr, Executive Vice President, SevenStep RPO**

Panelists:

**Lance Laverne, SVP of Enterprise Talent Acquisition, Wells Fargo**

**Kathleen Gioffre, Head of TA and Leadership Recruiting, Aetna**

**Jeff Lackey, VP of Talent Acquisition, CVS**

Concurrent Session C2:

### Digital Transformation: What Is It and What Does It Mean for Talent Acquisition?

Digital transformation could be as big a game-changer as the Industrial Revolution and the invention of the automobile, according to many experts. It will have profound impacts on business, industries, companies, and jobs. Nevertheless, digital transformation is still a fuzzy concept for many people.

- What makes digital transformation so radically disruptive?
- How does it change the capabilities and talent that organizations need?
- What does this mean for talent acquisition?

**Mary Young, Principal Researcher, Human Capital, The Conference Board**

Networking Lunch: 11:45 am – 1 pm

Concurrent Session D1: 1 – 1:45 pm

### Creating a Global Team that Functions Seamlessly

As our organizations look to the future, it is often required that our talent acquisition teams operate on a global level to support the shifting and changing needs in the business. Learn how one company built a truly global recruitment team, where team member are located around the globe and are all focused on the same goals.

**Chris Brabec, VP Global Talent Acquisition, Western Union**

Concurrent Session D2:

### Boost your recruiting IQ: How to move from disconnected metrics to true intelligence

Given the importance of talent acquisition to every business, it’s no surprise that there are an abundance of vendors that claim to help you improve recruiting success. But with the firehose of data that these tools make available, how do you decide what data to use and which to ignore? How can you capitalize on the information you already have to help you decide how to invest in the right talent acquisition programs? Join Adam Binnie, Chief Product Officer at Visier Inc., to learn how you can make the most of your investment in talent acquisition by:

- Creating a more effective environment for decision-making by connecting your many sources of recruiting data into a cohesive whole
- Measuring the business impact of talent acquisition programs by linking recruiting metrics to business results
- Creating long-term plans for talent acquisition that factor in what’s important and leave out the white noise

**Adam Binnie, Chief Product Officer, Visier Inc.**

Refreshment Break: 1:45 – 2 pm

Concurrent Session E1: 2 – 2:45 pm

### **Impact Hiring: Improving Business Outcomes through Youth Employment**

The United States is currently in the midst of the longest streak of private-sector job growth in our history—but for young people ages 16-24, the unemployment rate stubbornly stands at 11.4%. This is a problem with significant long-term consequences for young people, their families, communities, and the economy as a whole.

At the same time, a tight labor market has many companies seeking out solutions to attract and retain the right entry-level candidates. Many companies are looking for innovative ways to rethink their approach to entry-level hiring—and in the process, unlocking tangible business value while simultaneously improving employment outcomes for opportunity youth.

Come hear from companies that are adopting these kinds of “impact hiring” practices—like skills-based hiring and youth-friendly front-line manager training—to better recruit, assess, and retain more successful matches for their entry-level positions by drawing on the youth talent pool.

**Moderator:**

**Abigail Carlton**, Managing Director, **The Rockefeller Foundation**

**Panelists:**

**Marie A. Davis**, Manager, National Recruitment Programs & Partnerships, **Chipotle Mexican Grill**

**Gail Gershon**, Executive Director, Community Leadership, **Gap Inc.**  
**Shanti Nayak**, Principal, **Incandescent, LLC**

Concurrent Session E2:

### **Candidate Experience: It's About Who You Don't Hire**

The candidates you do hire all rate their experience at or near the top of every measure you can throw at them. I know, shocking isn't it. The ones you didn't hire, don't.

Here's the thing: on average, you 'sell' one customer a job while another 184 are lined up with expectations...mostly expectations you haven't set. That's twice the number of just 4 years ago. And that's more than 100x the 'Customers' in your employment 'store' getting booted off your supply chain....sometimes without knowing it, for every one that got what they wanted.

You might have hired more candidates...if you just had two jobs open for the same thing at the same time. Some of them applied too early and would have been competitive with a little more skill, knowledge or experience. Some of them might have told their friends with more skill, knowledge and experience to apply. Some of them share their excitement and... their disappointment.

Actually, you could know exactly how many- and at what cost. You could also know just how often they would re-apply, refer others, and influence their friends. You have the ability to calculate your reward for treating candidates even better than you do now and the loss for treating them poorly.

You can also learn that the competencies to find, engage, select and hire the right person for the job is almost equal to but different from the 5 core competencies that statistically account for 80% of the rating you will receive from your candidates. After all, you sell customers differently than those you reject.

None of this mattered in 1916. Who could they tell? Their neighbor? No one cared.

In 2016? They can tell everyone...and, they do.

You should care.

**Gerry Crispin**, Founder, **The Talent Board**

Refreshment Break: 2:45 – 3 pm

General Session F: 3 – 3:45 pm

### **Candidates are Consumers: Using Consumer Marketing Tactics in Recruiting**

Candidates are consumers and are expected to be treated like consumers during their career search. Thus, traditional recruiting marketing tactics (job posting, banner ads, etc.) are the past, not the future, of recruitment marketing. Learn how one major employer has added consumer marketing tactics to their recruitment marketing and the results they have achieved to date.

**Peter Brooks**, Senior Director, Talent Acquisition,  
**Northrop Grumman Corporation**

General Session G: 3:45 – 4:45 pm

### **What's the Optimal Recruiting Structure – Centralized vs. Decentralized?**

Explore the pros and cons of centralized and decentralized recruiting structures and how they impact talent acquisition's ability to deliver to the business. Learn from the Central Intelligence Agency, who has operated in both structures, the advantages and disadvantages of both structures and why they are returning to a centralized structure.

**Ron Patrick**, Deputy Director of Talent Development,  
**Central Intelligence Agency**

**Dawn Schlegel**, Director of Talent Acquisition,  
**Central Intelligence Agency**

Day One Wrap-Up 4:45 – 5 pm

**Kara Yarnot**, Conference Program Director, **The Conference Board**

Networking Reception: 5 – 6 pm

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## **Day 2: Friday, September 30, 2016**

Continental Breakfast: 7:45 – 8:30 am

Day 1 Re-cap and Day 2 Agenda Review: 8:30 – 8:45 am

**Kara Yarnot**, Conference Program Director, **The Conference Board**

General Session H: 8:45 – 9:30 am

### **The Secret to Success: Aligning Your Function to Business Objectives**

As talent acquisition leaders, we are asked to show how the activities of our function contribute to our company's success. The secret is to align all of your programs, metrics, and daily activities with your company's key business objectives. Learn how to ensure this alignment from the launch of a new program and how to adjust your ongoing operations to match key business objectives.

**Christie Gagnani-Woods**, SVP, Head of Talent Acquisition  
Enterprise Infrastructure, **Wells Fargo & Company**

General Session I: 9:30 – 10:15 am

### **Assessing the Implications of Labor Shortages for Talent Acquisition**

Labor shortages are not a future scenario. It is part of the current business environment. It is harder to find qualified candidates, more workers are switching jobs, wages are accelerating and corporate profits are being squeezed. At this presentation we will take a deeper dive to identify the countries and types of jobs where labor shortages are most likely to occur. Learn about these trends and how talent acquisition professionals can react to them.

**Gad Levenon**, Chief Economist, North America,  
**The Conference Board**

Networking Break: 10:15 – 10:30 am

General Session J: 10:30 – 11:30 am

### **Roundtable Discussions and Report Out**

Bring your new ideas to life. Select a table with your favorite topic from the conference and join fellow attendees for a best practice sharing session. A current member of the The Conference Board's Council of Talent Acquisition Executives, a speaker, or one of our sponsors will lead each table discussion. Best practices from each table will be collected and distributed to all attendees.

Topics will include:

Hiring for Culture

Recruitment Marketing

Talent Acquisition Technology

University Recruiting

Recruiting Structures

Brand Ambassadors

Global Recruiting Challenges

11:30 am – 12:30 pm

### **Future Talent Acquisition Challenges**

Join some of the industry's top talent acquisition leaders for a lively panel discussion about the challenges talent acquisition will face in the future.

**Ron Patrick**, Deputy Director of Talent Development,  
**Central Intelligence Agency**

**Adam Lawrence**, Vice President, Talent Acquisition, **McKesson**

**Erin Duran**, Director, Talent Acquisition, **LifeBridge Health**

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# REGISTRATION INFORMATION

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*8:30 AM – 5:30 PM ET, Monday – Friday*

Pricing:	
Members	\$2,295
Non-Members	\$2,895

Fees do not include hotel accommodations.

## Location

**New York Marriott Downtown**

85 West St

New York, NY 10006

Phone 212.385.4900

## Cancellation Policy

Full refund until three weeks before the meeting. \$500 administration fee up to two weeks before the meeting. No refund after two weeks before the meeting. Confirmed registrants who fail to attend and do not cancel prior to the meeting will be charged the entire registration fee.

## Team Discounts per Person

For a team of three or more registering from the same company at the same time, take \$300 off each person's registration. One discount per registration. Multiple discounts may not be combined.

