9th ANNUAL

HUMAN CAPITAL
ANALYTICS CONFERENCE

Human Capital Analytics @ Work

Gain Insights to Advance Your Analytics Practice

> **STRATEGICALLY ALIGN**
> your HR metrics to drive business strategy

> **IDENTIFY SOLUTIONS**
> to analytics challenges

> **DEMONSTRATE CONTRIBUTION**
> of human capital investments

> **OPTIMIZE**
> your workforce

PRE-CONFERENCE SEMINAR
October 27, 2014
The Conference Board
Conference Center

CONFERENCE
October 28–29, 2014
New York Marriott East Side

Sponsored by:

www.conferenceboard.org/hcanalytics2

HUMAN CAPITAL ANALYTICS CONFERENCE

Human Capital Analytics @ Work

ADVANCED PRACTITIONER OR NOVICE?
WE'VE GOT THE CONTENT FOR YOU!

On October 28–29, 2014 The Conference Board's Human Capital Analytics Conference will return – this time highlighting how organizations are putting Human Capital Analytics to work. You are invited to come and hear from experts and practitioners as they describe case studies, research, and approaches to address challenges faced by organizations as they move forward with human capital analytics. At the end of the conference, you will walk away with an action plan identifying the specific steps you plan to take to make human capital analytics work for you with insights on how to:

> SHOW THE RETURN ON INVESTMENT in human capital projects

> USE ANALYTICS to gain insights into critical opportunities

> IMPLEMENT SOLUTIONS to analytics challenges

> STRATEGICALLY ALIGN HR metrics to drive business strategy

WHO SHOULD ATTEND?

Vice Presidents, Directors, and Managers of :
Human Capital Analytics
Human Capital Data
Workforce Analytics
HRIS
HR Technology
Workforce Planning
Human Resources
Talent Management
Human Capital
HR Strategic Analytics

CONTINUING EDUCATION CREDITS

HRCI re-certification credits applied for. No partial credits issued.

SAMPLE LIST OF ATTENDEES TO DATE:

> Associate Vice Chancellor for Diversity, Multicultural Affairs and CDO, **University of North Carolina at Chapel Hill**

> Business Initiatives Manager, **Wells Fargo & Co.**

> Corporate Talent Manager, **Alcoa**

> Director, HR Strategic Analytics, **Cardinal Health, Inc.**

> Director, Human Resources, Global Talent Management, **Mitsui & Co. (U.S.A.), Inc.**

> Director, PHI HRBP Consulting and Employee Relations, **Pepco Holdings, Inc.**

> HR Analyst, Analytics & Data Mining, **Walmart Stores, Inc.**

> HR Reporting & Analytics, **Marathon Oil Corporation**

> Human Resources Business Partner, **Pepco Holdings, Inc.**

> Human Resources Relationship Manager, **Pepco Holdings, Inc.**

> Manager, Workforce Planning, **Keurig Green Mountain, Inc.**

> Manager, Workforce Analytics, **Tiffany & Co.**

> Manager, Analytics & Data Mining, **Walmart**

> Manager, Human Resources, **American Express Company**

> Manager, Talent Development, **The New York Power Authority**

> National Director, Compensation, **HealthSouth Corporation**

> Program Manager, HR Strategic Analytics, **Walmart Stores, Inc.**

> Sr. Administrative Assistant, **Keurig Green Mountain, Inc.**

> Vice President, Human Resources, **ArcBest Corporation**

> Vice President, Global HR, **Nielsen**

> Vice President, Global Talent Supply Chain Management, **KellyOCG**

> Vice President, Human Capital Analytics, **Fifth Third Bank**

> Vice President, Human Capital Capabilities, **American Express Company**

> Vice President, Human Resources and Talent Acquisitions, **Keurig Green Mountain, Inc.**

> Vice President, Learning & Development, **Verizon Wireless**

> Vice President, Executive Leadership Development, **American Express Company**

> Vice President, Market Insights and Analytics and Head of ADP Research Institute, **ADP**

> Vice President, Manager, Workforce Planning and Data Analytics, **Marathon Oil**

PRE-CONFERENCE SEMINAR

MONDAY, OCTOBER 27, 2014
### THE CONFERENCE BOARD CONFERENCE CENTER

Registration and continental breakfast • 8:00 – 9:00AM

Seminar • 9:00AM – 4:00PM

HUMAN CAPITAL ANALYTICS: HOW TO MAKE IT RELIABLE, CREDIBLE, SYSTEMATIC, AND SUSTAINABLE

This interactive workshop will teach you how to make human capital analytics (HCA) work in your organization, beginning with the need for a systematic approach with conservative standards and building on a framework that can provide data to a variety of stakeholders. This workshop presents a methodology that is being used by hundreds of organizations to ensure that human capital analytics adds value to an organization. The framework uses six categories of data and is appropriate for the five types of HCA projects.

The workshop shows systematically how the HCA process works, beginning with defining a problem and progressing through to communicating results and driving improvement. A variety of examples of HCA projects are presented. Tips are provided on how the HCA practice can be initiated, funded, organized, and operated to ensure that it adds business value. Finally, the factors for successful human capital analytics practices are outlined. A variety of tools, techniques, and examples make this a "must-attend" workshop.
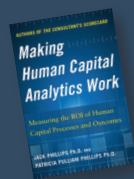
Participants will receive a copy of the new book, *Making Human Capital Analytics Work*, by Patricia Pulliam Phillips and Jack J. Phillips, McGraw-Hill 2015.

Facilitators:
› Jack Phillips, PhD, Chairman, **ROI Institute**
› J. Brian Taylor, Vice President, Human Capital Analytics, **Fifth Third Bancorp**

MAIN CONFERENCE DAY ONE
TUESDAY, OCTOBER 28, 2014

Registration and continental breakfast • 7:30 – 8:30AM

8:30 – 8:45AM
WELCOME
› Patti Phillips, PhD, Conference Program Director and Distinguished Principal Research Fellow, **The Conference Board**; President & CEO, **ROI Institute, Inc.**

A 8:45 – 9:45AM
ENHANCING WORKFORCE PRODUCTIVITY THROUGH HUMAN CAPITAL ANALYTICS: ENABLING BETTER BUSINESS DECISIONS THROUGH BIG DATA

As head of the ADP Research Institute, Ahu has forged the development of widely recognized and respected research. Ahu and the ADP Research Institute are paving the way for a new type of human capital analytics through research that can be leveraged by businesses both big and small, to examine and enhance the effectiveness and productivity of employees and the workforce as a whole. Unlike existing industry studies, ADP has measured a full range of HCM metrics to compare key labor market indicators including employment growth, job turnover, wage growth, hours worked and health benefits. The findings are based on real, empirical data from an anonymous and aggregated employee database of 26 million. During this opening session, Ahu will present ADP's latest research and give you insights into how this new research can apply to your organization.

› Ahu Yildirmaz, PhD, Vice President and Head of the **ADP Research Institute**

B 9:45 – 10:45AM
MEASURING THE RETURN ON INVESTMENT IN SMART STORE DESIGN

The purpose of the SMART Store Design Project was to design stores that promoted a positive and relevant customer experience, and increased Verizon's brand image as a customer-focused technology company. Specific business objectives included increasing accessory sales, smartphone penetration and sales, new growth, upgrades, and NPS scores. During this case study presentation, you will learn how the Verizon Wireless evaluation team demonstrated a positive ROI in training retail leaders and representatives in the new SMART Store Design.

› Lou Tedrick, Vice President, Learning and Development, **Verizon Wireless**
› Angelique Ringgold, Manager, Learning and Development, **Verizon Wireless**

Networking refreshment break • 10:45 – 11:00AM

Breakout session C1 • 11:00AM –12:00PM

DRINKING YOUR OWN CHAMPAGNE: HOW ORGANIZATIONS CAN CULTIVATE A CAPABILITY FOR ANALYTICS

Like fine wine, workforce analytics only gets better with age. However, successfully building capability for data-driven decision-making in HR and across the organization takes time, resources, and persistence to overcome a myriad of roadblocks, including data issues, clunky tools, and skeptical end-users. In this session, Peter shares his observations and reflections based on more than thirty years of experience with over 300 companies across the globe in developing their capabilities for workforce analytics. Specifically, Peter will address how to structure, resource, and sustain a workforce analytics Center of Excellence and will share examples of analytics projects for each stage of the journey.

› Peter Howes, Vice President, Workforce Planning and Analytics, SuccessFactors, an SAP Company; Senior Fellow, **The Conference Board**

Breakout session C2 • 11:00AM – 12:00PM

NOBODY'S PERFECT: OVERCOMING THE LIMITATIONS OF EXTERNAL LABOR DATA TO DRIVE BETTER BUSINESS DECISIONS

Companies that have developed sound data and analytics about their own workforce are hungry for external talent data to answer strategic questions such as:

- Which cities and countries have the best supply of qualified candidates for a specific critical role?
- Is it more cost effective to hire people with the certifications we need or up-skill our employees?
- Where should we locate a new facility?

Even in countries with excellent labor market data, government statistics are too generic to fully meet companies' needs for information about the supply and demand for specific skills and credentials in specific locations. And Big HR Data--the "real time" labor market information (LMI) that vendors scrape from online job and social sites–also has many limitations. The Conference Board's latest research shows how "power users" at leading companies overcome these challenges and combine different types of external labor data to provide business leaders with actionable insights.

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

Networking luncheon • 12:00 – 1:00PM

D 1:00 – 2:00 PM

PANEL CRITICAL SUCCESS FACTORS FOR THE HUMAN CAPITAL ANALYTICS PRACTICE

Dr. Jack Phillips, Chairman, ROI Institute, will moderate a panel of practitioners describing their perspective on critical success factors for the human capital analytics practice. After the opening discussion, a dozen success factors for the human capital analytics practice will be detailed, including how HCA is organized, the basics for HCA funding, how projects are selected for analysis, the use of the data to drive decisions, securing management support, and sustaining the HCA practice.

The audience will decide which factors to explore, and each panel member will share their particular approach to the selected factors.

Moderator:

› Jack Phillips, PhD, Chairman, **ROI Institute, Inc.**

Panelists:

› Lou Tedrick, Vice President, Learning and Development, **Verizon Wireless**

› Laura Gast, Manager, HR Planning and Analytics, Office of Human Resources, **The Ohio State University**

› Mason Quackenbush, Director, HR Operations and Executive Consultant for Major Projects, **Gundersen Health Systems**

E 2:00 – 3:00PM

DRIVING CULTURAL INTEGRATION AND BUSINESS RESULTS THROUGH HR METRICS

Launched after a major acquisition in 2012, the "new" Tronox is essentially a startup company–with more than 3,400 employees around the globe. As the company tackles the challenges of integration at the business and cultural levels, it is working toward an ambitious vision of doubling profits by 2017. To help achieve this goal, Tronox created an analytic framework based on strategic alignment and five levels of HR metrics, starting with descriptive metrics that matter (Level 1), to guide its journey toward optimizing analytics to drive business decisions and results (Level 5). This session will describe its framework and how it is making progress with its analytics practice.

› Sonja Narcisse, Senior Vice President, Global Human Resources and Chief Human Resources Officer, **Tronox**

› Kerstin Aumann, PhD, Human Resources Analyst and Generalist, **Tronox**

Networking refreshment break • 3:00 – 3:15PM

Breakout session F1 • 3:15 – 4:15PM

BEST PRACTICE EXCHANGE: ADDRESSING THE KEY CHALLENGES FOR HUMAN CAPITAL ANALYTICS

This interactive session will consult the expertise of the audience to determine best practices to address challenging issues for establishing a successful human analytics practice. The major challenges to discuss are:

- Addressing technology and infrastructure issues
- Determining the skill sets needed for a successful practice
- Selecting projects for analysis
- Managing the projects through a systematic process
- Presenting results to executives

Facilitators will first describe these challenges, then, the audience will provide input describing how they have tackled each issue. Approaches will be recorded and a best practices summary will be developed and distributed to exchange participants after the conference.

› Jack Phillips, PhD, Chairman, **ROI Institute, Inc.**

› J. Brian Taylor, Vice President, Human Capital Analytics, **Fifth Third Bancorp**

Breakout session F2 • 3:15 – 4:15PM

VERIZON'S BUSINESS IMPACT MEASUREMENT STRATEGY

When the world's most admired telecom company, as ranked by Fortune magazine, sought to measure the business impact of strategic human capital investments, they decided to employ predictive analytics. In this session presenters will describe the business impact findings from a Change Management and Service Excellence training program. They will discuss working with cross-functional stakeholders to build a business impact model, the ups and downs of gathering disparate enterprise-wide data, employing predictive analytics, socializing findings, actions taken, lessons learned, and gotchas. After attending, participants will be able to:

• Identify a predictive analytics business impact framework
• Employ enterprise-wide disparate data in business impact models
• Apply better practices for measuring human capital investments
• Benchmark current business impact practices

› Stacey Boyle, PhD, Vice President, **Vestrics – A Human Capital Company**
› Michael Sunderman, Executive Director, Learning and Development, **Verizon**

G 4:15 – 5:15PM

PANEL **TECHNOLOGY'S ROLE IN HUMAN CAPITAL ANALYTICS**

The panel discussion will provide an open forum to understand how technology is the enabler not answer to Workforce Analytics. As organizations mature both in analytics skills and appetite, technology that is scalable and complimented with consultative partners becomes the vehicle for embedded reporting and analytics within an organization. This session will provide recommendations and considerations when designing an analytic function and selecting workforce technology.

Moderator:
› Brian Kelly, Owner/Operator, **Analytics First**

Panelists:
› Jason Averbook, Chief Business Innovation Officer, **Appirio**
› Rana Hobbs, Senior Director, Workforce Analytics and Planning, **Aasonn**

Networking reception • 5:15-6:30 pm

MAIN CONFERENCE DAY TWO

WEDNESDAY, OCTOBER 29, 2014

Continental breakfast 7:30 – 8:30AM

H 8:30 – 9:30AM

THE CATCH-22 OF HUMAN RESOURCE ANALYTICS

In a world where businesses have more information than they can possibly wish for to inform their decisions, why are businesses so often surprised? Why didn't Sony see the shift from the Walkman to the iPod? Why did it take so long for most technology companies to embrace the shift from the PC to the Tablet or more recently, from servers to the cloud? Even with high quality data available, people often follow their intuition rather than act on information available to them. As HR shifts to a more analytical function, it is challenged by poor systems, suspect data, a lack of analytical ability, and a history of being primarily an administrative/reactive function. Cost of labor constitutes the largest category of spending and is the least understood and managed. This talk will address what makes us "lazy" intuitive thinkers and what we can do about it to ensure we leverage Human Capital Analytics to drive growth, revenue, and profit.

› Mike Sokol, Principal, **Lokos Consulting** (former Vice President, Workforce Planning, **HP**)
› David Humphreys, Custom Research Director Americas, **The Economist Intelligence Unit**
› Bob Farrell, Consultant, **Blackswan Consulting** (former Vice President, Human Capital Planning, **Rio Tinto**)

I 9:30 – 10:30AM

INFUSING WORKFORCE ANALYTICS INTO THE BUSINESS DIALOG

Strategy and business thrive on information and insight; yet, workforce analytics is sometimes not afforded the attention it merits in terms of visibility into companies' most precious assets and largest cost. Learn some winning strategies in how to elevate workforce analytics from an internal "start-up" to an HR COE and get the attention of the business from a practitioner with over fifteen years of experience in applying workforce analytics in a variety of industries – finance, technology and healthcare. Topics include how to engage key stakeholders, drive change, select the right metric vector, construct practical models and build and communicate a long-term vision for workforce analytics. Amit will also talk about the power as well as the limitations of what is on top of everyone's wish list – predictive analytics.

› Amit Mohindra, Vice President, Workforce Intelligence, **McKesson**

Networking break • 10:30 – 10:45AM

J 10:45 – 11:45AM
BEYOND TRADITIONAL TURNOVER: CREATING VALUE BY QUANTIFYING THE IMPACT OF ATTRITION

Are you letting the good ones get away? For many companies the prevailing attitude is that lower employee turnover is always better, but some amount of turnover is unavoidable and can actually be healthy for your business. Instead of continually pushing for lower turnover, we believe significant value can be unlocked by reducing high impact turnover. In other words, by tracking attrition of your highest performers rather than the amount of turnover, you can focus on retaining those employees most critical to your business. This session presents a case study that demonstrates how to quantify the value of reducing high impact turnover.

› Camden Lee, Vice President, Senior Analytics Consultant, Community Banking HR Insights and Analysis Group, **Wells Fargo**
› Leslie Golay, Analytics Consultant, Community Banking HR Insights and Analysis Group, **Wells Fargo**

K 11:45AM – 12:45PM
MAKING THE CASE FOR SCALED MANAGEMENT OF HUMAN CAPITAL: VALUING WORKFORCE STRATEGIES IN BUILDING SERVICES

ABM, a leading provider of facility solutions, sought an answer to a critical question: whether it could manage its workforce more consistently across its divisions to drive value for its clients and improve profitability. To assess the potential of such changes, ABM teamed with human capital experts at Mercer to statistically model the running record of business performance across a sample of its US operations to assess optimal workforce practices. The analysis, which linked unit profitability to workforce characteristics and management, pointed to significant efficiencies in scaling managerial authority, improving workforce flexibility, and greater consistency in management of employees across its divisions supporting no less than wholesale changes in the business's structure and its go-to-market proposition. This case study describes the ABM-Mercer approach to workforce optimization through the use of analytics.

› Greg Lush, ABM Corporate Senior Vice President, Learning and Quality, **ABM**
› Tracy Price, ABM Executive Vice President, President, **ABM Facilities Solutions Group**
› Haig Nalbantian, Senior Partner and Founder, **Mercer Workforce Sciences Institute**

Wrap up • 12:45 – 1:00PM
TAKE-AWAYS: SUMMARY OF WHAT WE LEARNED THAT WE CAN USE

› Patti Phillips, PhD, Conference Program Director and Distinguished Principal Research Fellow, **The Conference Board**; President & CEO, **ROI Institute, Inc.**

REGISTRATION INFORMATION

Online www.conferenceboard.org/hcanalytics2

E-mail customer.service@conferenceboard.org

Phone 212.339.0345 *8:30AM to 5:30PM ET Monday through Friday*

THE CONFERENCE BOARD
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Associates	**$2,295**
Non-Associates	**$2,895**

Pre-Conference Seminar (B22015-2)
October 27, 2014
The Conference Board Conference Center

Associates	**$1,015**
Non-Associates	**$1,215**

GET INVOLVED!

For more info on **sponsorship opportunities,** please contact: **Michael Felden** at michael.felden@ conferenceboard.org

For more info on becoming a **media partner,** please contact: **Allison Nilsen** at allison.nilsen@conferenceboard.org

JOIN THE CONVERSATION
@conferenceboard; #tcbhca

HOTEL ACCOMMODATIONS

Fees do not include hotel accommodations. For discounted reservations, contact the hotel directly no later than the cut-off date and mention **The Human Capital Analytics Conference.**

New York Marriott East Side
525 Lexington Avenue
New York, NY
United States 10017
Phone: 212.755.4000

HOTEL RESERVATION CUT-OFF DATE

Tuesday, October 6, 2014

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 with 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.

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