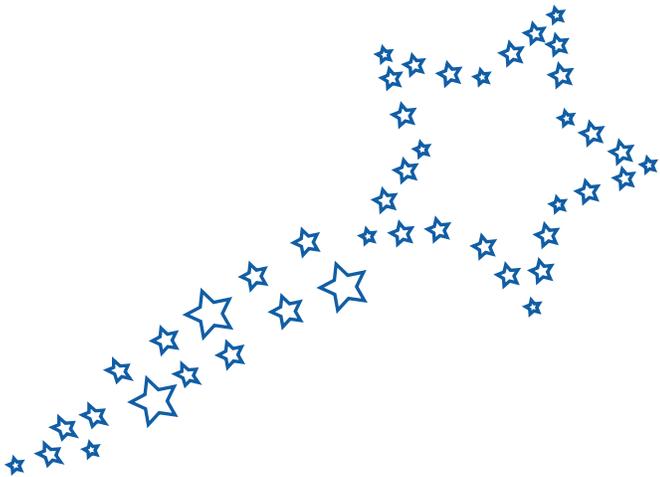


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HRO STARS



If the collective knowledge of this year's Superstars were contained in one volume, you might have a collection of books stretching from Manhattan to Madagascar. Not only is this year's group of buyers, providers, and advisors smarter—what did you expect with 12 more months of wisdom under their belts?—but their ranks have swelled by 16 additional standouts. It just goes to prove that as the industry expands each year, so does the number of HRO leaders.

We're often asked about how our Superstars are chosen. There are no secret formulas, and it's a difficult process considering how many people make a difference in HRO. The simple fact is that these 154 individuals had the vision, influence, tenacity, and plain ol' chutzpah to leave their mark in the HR world. Among the buyers—here and in Europe—they have risked their careers to help their organizations transform HR. The provider superstars, on the other hand, have been superb in building excellent processes and the supporting IT, infrastructure, and staff to execute on clients' behalf. The advisors have also been instrumental in directing the industry down the right path, matching compatible parties for ideal marriages, and conducting the appropriate studies that help the players make heads or tails of the trends.

Of course we could not do it alone. A crack panel of industry veterans played a role in our selection methods. We could name names but then again, journalists should never reveal their sources.

With that aside, here's what many of you have looked forward to: our three Big Predictions for the year ahead.

One: More major—and we mean really major—deals are on their way in the new year. Following the recent blockbuster signings by companies such as DuPont, we're salivating to hear about the details of the deals involving Unilever, the Royal Mail, the U.S. Postal Service, and a few other global employers. Collectively, these heavily rumored signings will affect hundreds of thousands if not millions of lives.

Two: Consolidation continues among Tier 1 (enterprise-wide) providers. Making money is still tricky in this business, so look for a couple of mega-mergers in the HRO world. Last year we predicted the number of players would shrink from 27 to 24—we were a year early in our prognostication. At the end of 2005, 26 remain standing, but it's almost certain that two will be snatched up by competitors by this time next year. Stay tuned to *HRO Today* to find out if your provider becomes shark bait.

Three: Buyers will learn to speak the language of providers and, once and for all, voice their true needs. The expectation gap—that chasm between what's anticipated and what's delivered—will narrow as buyers figure out that SLAs are not the only building blocks of governance. HR professionals will learn to specify not just transactional metrics but quality ones as well.

We hope you enjoy our look at HRO's 2006 superstars. And, as always, we encourage your input on how to make next year's report even more informative and useful.

—Jay Whitehead, Publisher

2006 HRO SUPERSTARS



BUYERS

HRO would not have grown into a \$59 billion industry without the support of the buyer community. These HR leaders made the innovative decision to outsource before it was trendy. They had the foresight to take a risk that has paid off in a major way. This year we salute 46 individuals who are the top users of HR outsourcing.

SUPERSTAR	ORGANIZATION	TITLE	WHAT MAKES THEM SHINE SO BRIGHT
Steve Allen	Cinergy	Former General Manager, Organizational Developmentment	An HRO skeptic, won over by HRO's process improvements
J. Steele Alphin	Bank of America	Corporate Personnel Executive	For post-merger transition of dual-provider enterprise HRO to single-provider
Mark Azzarello	International Paper	Director HR Operations	Head of Buyer's Club
Tyler Benjamin	Jose Cuervo International	HR Manager	Took a shot at HRO and liked the taste
Sharon Brewer	State of Texas	Director of HR, HHSC	Innovator in HRO, the Lone Star way
Catherine Casey	American Stock Exchange	VP HR	Traded up to enterprise-level HRO
Kay Cooke	Worthington Industries	Benefits Director	Employing high-tech HRO in low-tech business
Bill Fitzpatrick	Shell Trading	VP HR	Drilling down and refining the practice of selective HRO
Darryl Fry	ComUnity Lending	Corporate Leader/Customer Advocate	Embraced the PEO concept as a competitive advantage for his 1,500-employee firm
Roger Gaston	StorageTek	Corporate VP-Human Resources	Super-charged recruitment by outsourcing after reading <i>HRO Today</i>
Kathleen Geier	Goodyear	SVP HR	Using HRO to do HR without spinning wheels
Ray Goldberg	Lucent Technologies	HR VP, North America Operations	A long-time believer in HRO continues the faith
Mirian Graddick-Weir	AT&T	Executive VP of HR	A clear connection to HRO
Donald Harper	Goodyear	VP of HR, North America	His HRO choice brought good times to Goodyear
Albert Hawkins	State of Texas	Executive Commissioner, HHSC	Used HRO to keep the Lone Star State from bustin' the budget
Ellen Hirsch	Grainger	Director of HR	Raving fans of RPO
Deborah Hirsch	Los Angeles Unified School District	Chief HR Officer	Working on textbook example of HRO
Cydney Kilduff	Kellogg	Director of Recruiting and Staffing	HRO ... it's grrreat!
Rob Kosier	Stratosphere Hotel & Casinos	Executive Director of IT	Improving the odds with HRO
Hugh MacDonald	CIBC	VP HR-Operations and Knowledge Mgmt.	Canada's most-recognizable HRO customer
Bill MacGowan	Sun Microsystems	SVP HR	HRO's third-ever 40+ market deal, with 45 countries
Shannon McFayden	Wachovia	Head of HR and Corporate Relations	Deposited the bank's HR headaches with Hewitt
John Mlynski	Regus	former President and COO	Real-estate outsourcers outsource HR
Maria Norman	Northrop Grumman	Corp. Director Benefits Strategy & Design	HRO defends the benefits of their employees
Rose Patten	BMO Financial Group	Senior EVP of HR	Master of cross-border HRO
Fred Paulenich	Levi Strauss & Co.	SVP Worldwide HR	HRO helped them continue to bring you casual Fridays
Rick Perry	State of Texas	Governor	Used HRO to help balance an unbalanced budget
Luigi Pierleoni	P&G	HR Director	Four Words: World's Largest HRO Contract
Patrick Pizzella	U.S. Department of Labor	Assistant Secretary, CHRO	The only Federal CHRO to get 100% "green" on the President's Management Scorecard
Gill Rider	Accenture	Chief Leadership Officer	Practicing what they preach
Luis Rojas	Standard Chartered Bank	COO HR	Banking on shared-services approach to HRO
Randy Ross	Best Buy	VP HR	For the best buy in HR, this retailer chose HRO
Gale Rossides	TSA	Chief Support Systems Officer	8 employees to 64,000 in one year through HRO
Joseph Ryan	Johnson & Johnson	Director Global HR Transformation	Visionary in charge of J&J's HR future
Margaret Savage	BT Group	Director, HR Strategy & Systems	Answering the call for HRO on the first ring
Ellen Schlosser	Volvo	Exec Director HR Strategy	HRO is the safe, sensible solution for Volvo
Jeff Shovlin	Harrah's Entertainment	VP Benefits	For using HRO to help manage 110,000 employees, one of the world's largest multinational workforces
William Simon	State of Florida	Secretary, Dept. of Mgmt. Services	The Sunshine State takes a shine to HRO
Eric Smith	Stanley Steemer	VP HR	Insisting on clean background checks for this cleaning company
Judy Sonnett	Borden Chemical	VP HR	Formula for middle market HRO success
Lea Soupata	UPS	SVP HR	A fan of best-of-breed, domain-by-domain HRO
Sharon Taylor	Prudential Financial	VP HR	Pioneer of <i>Fortune</i> 500 HRO
Wanda Thompson	State of Texas - HSSC	Deputy Commissioner	Using HRO to keep Lone Star State employees and taxpayers happy
Bruce Wertheim	Tamarac Administrative Services	President	2005's 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	Recruitment process outsourcing tastes sweet to Hershey

2006 HRO SUPERSTARS

WHO'S WHO: Buyers



STEVE ALLEN

Former GM, Organizational Development, Cinergy

In his role, Allen was responsible for the overall strategic design of training and development, talent management, and recruiting and staffing functions for the corporation. In addition to his corporate responsibilities, he was also accountable for the design and administration of incentive compensation and employee relations for the energy trading, marketing, and business development functions of the Commercial Business Unit of Cinergy. He has more than 15 years of HR experience. He joined Cinergy in June 1998 as a result of an acquisition of Producers Energy Marketing, (ProEnergy) where he was the director, human resources. Prior to ProEnergy, he spent several years in positions of increasing responsibility in various locations with Oryx Energy Company.



J. STEELE ALPHIN

Corporate Personnel Executive, Bank of America

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.



MARK AZZARELLO

Director HR Operations, International Paper

Azzarello is a 23-year employee of International Paper. He began his career with International Paper in 1982 and has served in a number of HR business and staff roles. His responsibilities include managing the relationship with International Paper's business process outsourcing partner providing an array of HR administrative and transactional services to International Paper employees. He is also responsible for standardization initiatives; merger, acquisition and divestiture administrative activities; the organization's HR transformation initiatives; and a number of the other HR service delivery areas.



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.



CATHERINE CASEY

VP HR, American Stock Exchange

Casey has been with the AMEX since 2001. She is responsible for restructuring and leading human resources department, and developing and executing programs, policies, and strategy for 540 exchange employees and 1,500 members and floor operations employees. She also provides advice and counsel to the chairman and president to ensure that HR initiatives are aligned with the business strategy. She instituted a pay-for-performance approach to incentive compensation program, and redesigned and implemented an incentive compensation program for equity sales directors. Casey also led the outsourcing of payroll and benefits administrative functions, resulting in savings to the exchange of \$1.8 million. Prior to AMEX, she worked at Merrill Lynch and Company for 12 years in various capacities, including VP HR, Private Client Group. She also worked in the insurance industry after graduating from Northwestern University.



KAY COOKE

Benefits Director, Worthington Industries

As benefits director for Worthington Industries, Cooke carries on the torch of innovative manufacturing workforce practices that John McConnell lit in 1996 with profit sharing.



BILL FITZPATRICK

VP HR, Shell Trading

Fitzpatrick is vice president of human resources for Shell Trading, an organization that integrates worldwide trading and shipping activities for Shell. Previously, he served as vice president of human resources and services for Shell Lubricants, director of human resources for Shell Oil Products, and was a lead for Shell's acquisition of Pennzoil-Quaker State. He has worked in HR strategy and delivery; compensation and benefits administration; HR information systems; M&A planning and execution; and learning and organization development.



DARRYL FRY

Corporate Leader, ComUnity Lending

Fry's 1,500-employee company has successfully employed HRO to help navigate growth into 38 states. He is one of the first leaders of a middle-market company to see HRO as a true competitive advantage.



ROGER GASTON

Corporate VP-Human Resources, StorageTek

For the past four-plus years, Gaston has been in his current position at StorageTek, which was acquired by Sun Microsystems in September of 2005 in a \$4.3 billion deal. Prior to joining StorageTek, Gaston worked for Toys R Us, an \$11 billion retail company where he was the SVP of human resources, responsible for delivering programs and services for more than 72,000 employees worldwide. Additionally, Gaston worked for more than 11 years in senior level HR roles for May Department Stores and also held executive roles at Carson, Pirie, Scott & Co., and Ahold Americas.



KATHLEEN GEIER

Senior Vice President-Human Resources, 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.



RAY GOLDBERG

HR Vice President-North America Operations & Global Process/Information/Technology, Lucent Technologies

Goldberg's team delivers standardized services to more than 250,000 employees and retirees, largely through outsourced service providers. His team also develops global processes and technology and is focusing on the use of information to measure and influence both strategy and operations. Before joining Lucent Technologies, Goldberg was managing director, HR operations and information at Bankers Trust, and then managing director, global head of HRIS at Deutsche Bank. He has a degree in computer science from Columbia University and has spoken and written about HR technology and operations.



MIRIAN GRADDICK-WEIR

Executive Vice President-Human Resources, AT&T

Graddick-Weir is responsible for the design, planning, and administration of all HR functions including compensation, benefits, recruiting, and training for AT&T's 54,000 employees. She joined AT&T in 1981 and held a variety of assignments in HR before moving into AT&T's Consumer Services unit. In 1994, she was named VP for AT&T's Multimedia Products Group and Executive HR. In 2003, the Society of Psychologists in Management named Graddick-Weir the Distinguished Psychologist in Management award recipient. She received her B.A. in psychology from Hampton University, and her M.S. and Ph.D. from Penn State in industrial/organizational psychology.



DONALD HARPER

VP HR, North America, Goodyear

In 2002, Harper was appointed VP of global HR services. He was elected VP of HR planning and development in 1998. He served two years as director, HR for the North American Tire Strategic Business Unit. Harper joined Goodyear in 1968 as supervisor production/personnel. Harper received his B.S. in business management from Jacksonville State University, and he was promoted to manager, employment & EEO in 1979. In 1981, Harper worked as an employee relations plant manager. In 1989, he was named manager, manufacturing and support training, after serving more than three years as manager of organization development.



ALBERT HAWKINS

Executive Commissioner of Health and Human Services, 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.

2006 HRO SUPERSTARS

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.



DEBORAH HIRSH

Chief HR Officer, Los Angeles Unified School District

Hirsh, the chief human resources officer of the 80,000-employee Los Angeles Unified School District, is a retired Navy captain and former director of operations for the Navy Recruiting Command, commodore for the Northeast Region of the United States for Navy Recruiting, and director of recruitment advertising for the Department of Defense. She was highly decorated as a military officer for her recruiting successes and earned her MBA while serving on active duty. She was recognized in 2005 with two distinguished awards, Workforce Management's Optimas Award for Service and *HR Executive Magazine's* 2005 HR Executive Honor Role.



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.



ROB KOSIER

Executive Director of IT, Stratosphere Hotel & Casino

Since joining Stratosphere more than a year and a half ago, Kosier has been responsible for the overall tactical and strategic direction of the company's IT support services including the development and implementation of hardware and software platforms. He is responsible for developing and implementing quality assurance systems, training coordination, systems support analysis, communications, and the technical support programs. Kosier currently manages Stratosphere's IT staff of 28 and oversees three properties. He has eight years' experience in the gaming industry, as well as eight years in the IT field working with the United States Air Force.



HUGH MACDONALD

VP 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.



BILL MACGOWAN

Senior VP-Human Resources, Sun Microsystems

MacGowan manages all employees who deliver HR services to Sun's global workforce. He is responsible for all three functions that make up the HR organization: HR business partners who provide organizational development support to Sun executives; Global Shared Services, which provides guidance to managers and employees, handles transactions, and manages employee relations; and the Centers of Expertise, which design worldwide HR programs such as compensation and benefits. He joined Sun Microsystems in June 1998 to head HR for Sun's Enterprise Services division and was later promoted to HR VP for Sun's Systems, Storage and Operations business groups. In 2003, he was named VP of HR, Global Centers of Expertise. Before joining the company, he served as vice president of human resources for Quest Diagnostics and Coming Inc. Earlier, he gained extensive HR experience with a particular focus in compensation at global pharmaceuticals firm Allergan and at aerospace/defense contractor Northrop Grumman.



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 MLYNSKI

Former President and COO, Regus

The current Founder and CEO of HDTV Warehouse—a leading retailer of LCD and plasma televisions and their related accessories—Mlynski was former president and COO of Regus Business Centres. Regus operates 400 business centers in 50 countries with revenues of \$600M. Mlynski also led Gateway Retail as president through its early growth stage to more than \$2B in sales and spent eight years at Blockbuster Video, which included four years in the Asia-Pacific region as managing director.



MARIA NORMAN

Corporate Director-Benefits Strategy and Design, Northrop Grumman Corporation

Since 1993, Norman has been responsible for determining the strategic direction for all benefits policy, and designs and develops all employee benefit plans for the company's 130,000 employees. Norman was vice president, benefits compliance for Security Pacific Corporation. She began her benefits career as an employee plans specialist with the IRS. Norman received her B.A. in psychology from the University of Southern California and her J.D. from the UCLA School of Law. She has earned the designation of certified employee benefit specialist from the International Foundation of Employee Benefit Plans and the Wharton School of Business at the University of Pennsylvania.



ROSE PATTEN

Senior Executive Vice President-Human Resources 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

Senior Vice President-Worldwide Human Resources, 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.



RICK PERRY

Governor, State of Texas

Governor Perry has led a life of public service, serving in the United States Air Force and nearly two decades in elected office. He passed a balanced budget, increasing education and healthcare spending and investing in jobs with the Texas Enterprise Fund. The governor played a key role in attracting Toyota Motor Company's expansion to Texas. Under his leadership, the number of children with health insurance under Medicaid and CHIP has improved. Perry signed legislation allowing small businesses to offer affordable health insurance policies and reduced the number of mandates for private sector policies. Governor Perry is a graduate of Texas A&M University.



LUIGI PIERLEONI

HR Director, 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 headquarters. 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.



PATRICK PIZZELLA

Assistant Secretary for Administration and Management, U.S. Department of Labor

As assistant secretary of labor, Pizzella serves as the principal advisor to the secretary of labor in the administration and management programs of the department and as the department's chief information officer and chief human capital officer. Pizzella provides leadership and policy guidance to the secretary in the areas of budget, human resources, information technology, procurement, facilities management, administration, and the department's overall civil rights program. President George W. Bush appointed Pizzella to serve as a member of the board of directors of the Overseas Private Investment Corporation (OPIC), a position he held from January 18, 2004 to April 26, 2005. Pizzella is a native of New Rochelle, NY. He received a B.S. in business administration from the University of South Carolina.

2006 HRO SUPERSTARS

WHO'S WHO: Buyers



GILL RIDER

Chief Leadership Officer, Accenture

Rider is responsible for developing the leadership capabilities and professional skills of Accenture employees. Rider headed the European and Latin American operations of Accenture's Resources Operating Unit. Prior to serving in that role, she had operational responsibility for Accenture's Utilities practice in Europe and South Africa. She also chaired Accenture's United Kingdom and Ireland geographic unit. Rider also worked in the financial markets, healthcare, and government industries. In the customer service area, she examined industry best practices, implementation of customer service strategies, and business re-engineering. She holds an honors degree in biology and a doctorate in botany from Southampton University.



LUIS ROJAS

COO HR and Group Head Organisation Learning, Standard Chartered Bank

Rojas was appointed COO HR in February 2004, which includes responsibility for finance, operations (including HR's shared-service center), and global real estate function. In March 2005, Rojas was also appointed group head organisation learning. During 2003, he was program director for Know Your Customer (KYC), a group-wide initiative. After September 11th, he formed and led the Standard Chartered command center in New York. Rojas established structure, process, and methodology for managing critical issues during crisis and rebuilding the operating platform. He has worked in the financial services industry for over 20 years. His experience ranges from sales and marketing, operations, product and project management, systems development, and financial management.



RANDY ROSS

Vice President of Human Resources, 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.



GALE ROSSIDES

Chief Support Systems Officer, Transportation Security Administration

Rossides was one of the six original federal executives who joined TSA to create the new agency and to federalize the nation's airports. As the associate undersecretary for training and quality performance, she led the development of the screener training curriculum, oversaw the contract, and set the metrics to achieve the training of more than 50,000 screeners in less than six months. Her role in building the TSA was chronicled as a main feature in the recent best seller, "After: How America Confronted the September 12 Era," by Steven Brill.



MARGARET SAVAGE

Director-HR Strategy & Systems, BT Group

Well known in the HR profession as a great proponent of the positive impact HR can have in effecting transformational business change, creating value through people, and encouraging performance excellence, Savage was architect/operational lead in the creation of BT's original, fully automated, centralized personnel and pension shared-services center in the early 90s. Since then, she has vigorously promoted the BT HR business model, stimulating the growth of shared services and enthusiastically championing the HR BPO concept all over the world.



JEFF SHOVLIN

VP Benefits, Harrah's Entertainment

Shovlin has been with Harrah's for more than two years, serving as the vice president responsible for employee benefits. Prior to Harrah's, he spent 18 years in the Federal Reserve System, first in Washington D.C. as a HR generalist and then to New York as an assistant vice president with the Federal Reserve's Office of Employee Benefits. He holds a Bachelor's in commerce and finance from Wilkes College and an MBA in finance from the University of Scranton.



WILLIAM SIMON

Secretary-Department of Management Services, State of Florida

Previously, Simon served as president of U.K.-owned Diageo Southeast, located in Miami, where he managed Diageo's largest business unit in North America. Prior to joining Diageo, Simon was VP marketing for the Dr. Pepper/Seven Up Company located in Dallas. He was responsible for the global marketing of some of the most famous trademarks in the world. Simon attended the University of Connecticut, receiving a B.A. in economics. Upon graduation, he entered the United States Navy. He left active duty in 1986 to return to the University of Connecticut, where he received his MBA in management and marketing.



ERIC M. SMITH

VP HR, Stanley Steemer International

Smith has worked for more than 20 years in various management capacities including HR and financial management. He earned a B.A. in philosophy, an M.B.A. from Ohio State University, and completed his J.D. from Capital University Law School. He is a licensed attorney in Ohio and member of the Ohio State Bar Association. Smith is responsible for providing strategic direction for the company's HR initiatives. As such, he leads organizational change, leadership development, performance development, and the execution of HR systems.



JUDY SONNETT

Vice President of Human Resources, Borden Chemical

Sonnett has been vice president, HR for Borden Chemical, Inc. since 1998. Previously, she served in various senior HR roles at W. L. Gore, E.I. Dupont de Nemours, and The Bank of New York.



LEA SOUPATA

SVP HR, UPS

Soupata manages a HR organization that serves 407,000 employees worldwide. She has been a member of the UPS management committee since 1995 and a member of the UPS board of directors since 1998. Committed to maintaining UPS's reputation as an employer of choice, Soupata oversees the company's strategy in training, developing, and retaining a diverse and highly skilled workforce. A native of New York City, Soupata joined UPS in 1969. During her 36 years with the company, Soupata has managed a variety of human resources and customer service and operations functions.



SHARON TAYLOR

VP-Corporate HR, Prudential Financial

Taylor majored in linguistics and education in college and after graduation began working in the Philadelphia school system. During graduate school, hoping to learn the ins and outs of the business world within a rotational program, she joined PRUPAC, which was then one of Prudential's start-up subsidiaries. She initially enrolled in the management trainee program and over the years moved through project re-engineering to staffing and university relations, to marketing and finally to her present position as senior vice president of corporate human resources.



WANDA THOMPSON

Deputy Executive Commissioner-Health and Human Services, State of Texas

Thompson is responsible for leading the transformation of administrative services across the HHSC. She was acting COO and associate commissioner for operational support at the Texas Department of Health, where she has served since 1991. She has a Ph.D. in education administration from the University of Texas at Austin, an M.A. from the LBJ School of Public Affairs, and a B.A. from Millsaps College in Mississippi.



RICHARD WHITFORD

Assistant Director for Human Capital, Transportation Security Administration

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 Foods Corporation

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:

SHARON BREWER

Director of Human Resources-HHSC, State of Texas

JOSEPH RYAN

Director Global HR Transformation, Johnson & Johnson

ELLEN SCHLOSSER

Executive Director HR Strategy, Volvo

BRUCE WERTHEIM

President, Tamarac Administrative Services

2006 HRO SUPERSTARS



PROVIDERS

The 38 providers listed below were involved in the biggest and best HRO transactions of the year. They are moving the industry forward one deal at a time. Plus there are some new faces that made the cut this year. And since 2006 promises more multi-process deals, we will be on the look out for the next big star.

SUPERSTAR	ORGANIZATION	TITLE	WHAT MAKES THEM SHINE SO BRIGHT
Martin Babinec	TriNet	President & CEO	Smart move—got General Atlantic Partners to invest
Jason Berkowitz	Hyrian	VP Business Development, Co-Founder	For bringing a new acronym to the HRO dictionary: RPO
Ashok Bildikar	Caliber Point (a Hexaware Company)	President & Executive Director	Holds claim to be Exult's engine of offshore excellence
Jeff Bizzack	Savista Corporation	CEO	Co-founder Pro Business, now bridging the FAO and HRO industries
Lynn Blodgett	Affiliated Computer Solutions (ACS)	EVP & COO	Transactions and transitions leader in HRO
Steve Bohannon	ExcellerateHRO	CEO	Now more than ever, the big hat, lots of cattle guy in HRO
Karen Bowman	Convergys	President-Employee Care	HRO's public sector innovator
Mike Brannan	Cendant Mobility Services	SVP Outsourcing Solutions	The big mover in relocation
Kevin Campbell	Accenture	Global Managing Director BPO	Despite his HRO non-compete, HRO still feels his presence
William Canfield	TALX	President & CEO	Owns more employee records than anyone other than Uncle Sam
Steve Case	Revolution Health	Chairman & CEO	Betting \$500 million to drive consumer-directed health programs
Elliot Clark	Kenexa	Chief Operating Officer	Driving RPO through data collection
Richard Crespin	The Delve Group	CEO & Co-Founder	Risking his own money to manage the HRO Association
Bryan Doyle	Hewitt	President-HRO	HRO's Wunderkind—winning more HRO deals than anyone in 2005
Brenna Garratt	The Delve Group	President & Co-Founder	Risking her own money to manage the HRO Association
Pat Goepel	Ceridian	former SVP	The sharpest metrics-minded manager in mid-market HRO
Peter Hart	Rideau	CEO	Employee recognition's chief champion
Todd Hutto	ADP	Division VP, GM Comprehensive Outsourcing Services	Carrying ADP into the enterprise HRO era
Doug Kronenberg	Lumenos; CDHCA	Chief Strategy Officer (Lumenos); Chairman (CDHCA)	Consumer-driven health's go-to guy for data and comment
Christian Marchetti	Accenture	Managing Director-HR Services	Leading Accenture's multinational business
Sue Marks	Pinstripe	Chairman & CEO	A Kelly girl goes Pinstripe
Aram Minnetian	Weichert Relocation Services	President	Weichert whiz kid, moving up from No. 3 toward No. 2 in relocation
James E. Murphy	CitiStreet	President-Total Benefits Outsourcing	Benefits outsourcing's best-kept secret
Dave Nelson	SHPS	President & CEO	Keeping SHPS on a tight course—toward the money in healthcare
Jay Rising	ADP	President, National Accounts Services	National Accounts leads the payroll giant in HRO innovation
Steve Rosenthal	CheckpointHR	CEO	An early-mover in mid-market HRO, growing quickly
Jean-Pierre Sakey	Headway Corporate Resources	President & CEO	The HRO CEO that won't let globalization pass him by
Marc Scherr	Ultimate Software Group	COO & Vice Chairman	Turning license revenue into recurring revenue
Rebecca Scholl	ACS Europe	Director of Market Strategy	HRO research leader morphs into provider thought leader
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 & CEO	Father of O-2-O (outsourcing to outsourcers) for the mid-market
Jos Sluys	ARINSO International	CEO & Director	Father of the world's most sought-after global HRO platform
Peter Smail	FESCo	President	Enterprise HRO's best-kept secret: selling stealthily
Daniel Solomons	Hyrian	President & CEO; Co-Founder	For bringing a new acronym to the HRO dictionary: RPO
Jay Starkman	Alphastaff	President & CEO	Landed 2005's largest PEO client
Keith Strodman	Ceridian	SVP General Manager HRO	The Clark Kent of HRO with nearly 20 years' HRO experience
Eric Vonk	Gevity	Chairman & CEO	Former investment banker makes his PEO a Wall Street darling again

"Globalization is not something that can be taken lightly—different countries' regulations and attitudes towards HR can wreak havoc with any plan. That said, as we truly have a global economy, global HR solutions are needed, making a true global HR solution a goal to ascend to."—Jay Starkman, AlphaStaff

2006 HRO SUPERSTARS

WHO'S WHO: Providers



MARTIN BABINEC
President and CEO, TriNet

Prior to founding TriNet in 1987, Babinec worked in HR management with Navy Exchanges, an international retailer. He is a volunteer management consultant to non-profit organizations and speaks frequently on topics involving entrepreneurship, high technology trends, and HR. He received a B.S. in business administration from Shippensburg University and has previously been accredited as a senior professional in human resources (SPHR). He has received the Silicon Valley Entrepreneur of the Year award.



JASON BERKOWITZ
VP Business Development, Hyrian

Since co-founding Hyrian in 1997, Berkowitz has led the company's marketing and business development efforts. He has more than 11 years of experience in the recruitment and HRO industries and has crafted the evolution of Hyrian's brand image over time as the industry has come to recognize RPO as a sub-category of the HRO market. Berkowitz manages Hyrian's new-client development, strategic alliances, and marketing. He received a B.A. in psychology from the University of California at Santa Barbara. He is a member of the HROA and serves as vice chair of the communication committee.



ASHOK BILDIKAR
President & Executive Director, Caliber Point (a Hexaware Company)

Bildikar leads Caliber Point Business Solution, the independent BPO arm of Hexaware Technologies. He has been involved in providing offshore-based HRO services for more than a decade. He's been actively involved in helping organizations successfully deploy innovative HR models. He headed the HRIT practice at 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 HRO requirements. He has a master's in management studies from Pune University.



JEFF BIZZACK
Chief Executive Officer, Savista LLC

Bizzack has more than 18 years of experience in technology and BPO and was formerly executive vice president of ProBusiness Service, Inc., which he co-founded in 1989. Under his leadership, ProBusiness became one of the largest providers of payroll and 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 to achieve the highest client satisfaction and retention levels in the outsourcing services industry.



LYNN BLODGETT
Executive VP and Chief Operating Officer, ACS

Blodgett is responsible for the company's broad-based BPO and IT operations and solutions delivered to the commercial market. He is a pioneer in the BPO market. In 1985, he and his brother co-founded Unibase, a data-entry company acquired by ACS in 1996. The acquisition expanded ACS' capabilities in the relatively new BPO services arena. ACS created an entire service segment dedicated to delivering superior BPO solutions. Blodgett is responsible for growing this business from \$28 million in 1995 to \$1.4 billion in 2003. He attended Brigham Young University and Utah Technical College.



STEVE BOHANNON
Chief Executive Officer, ExcellerateHRO

ExcellerateHRO CEO Steve Bohannon is also vice president of EDS HR Services. Before joining EDS in 2003, Bohannon served as chief strategy officer of Synhrgr HR Technologies, where he led the transformation of the benefits administration company into one focused on HR operations, outsourcing, program management, and decision support. Bohannon was instrumental in the development and competitive marketing of this new operating model. Under his leadership, the national sales team quadrupled the sales pipeline value and landed Synhrgr's first competitive total HRO deal. Bohannon served as a partner and COO of PricewaterhouseCoopers, Unifi Internet division from 1999 to 2001. He also served as a partner at Hewitt Associates for 13 years, where he led the expansion of offerings from benefits outsourcing to broad-based human resources services.



KAREN BOWMAN
President-Employee Care, Convergys

Bowman oversees the Employee Care Group, which provides comprehensive human resource outsourcing 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
Senior Vice President Outsourcing Solutions, Cendant Mobility Services Corporation

Brannan is responsible for strategic development and execution of Cendant Mobility's HRO business segment. Prior to his current assignment, Brannan held the position of senior vice president, account management. He has served his company for more than 19 years and has in-depth experience in the successful outsourced implementation and administration of many high-volume relocation accounts. Brannan holds a B.S. in business management from the University of Phoenix, as well as a certified relocation professional designation.



KEVIN CAMPBELL
Global Managing Director—Business Process Outsourcing, Accenture

Campbell assumed his current position in February 2005; he focuses on identifying and pursuing new areas of opportunity for Accenture's growing BPO capabilities and has operational and client management responsibility for Accenture's BPO units. He is also a member of Accenture's executive leadership Team. He rejoined Accenture in 2005 from Hewitt Associates, where he was market strategy and development leader of Hewitt's HR outsourcing business. Prior to that, he was president and chief operating officer of Exult Inc., which merged with Hewitt in October 2004. He was previously with Accenture from 1982 until 1999, at which time he was the partner in charge of outsourcing for the resources operating group, where he helped pioneer Accenture's BPO activities. He holds a B.S. from the School of Management at Boston College.



WILLIAM CANFIELD
President & CEO, TALX Corporation

Having been with TALX for almost 20 years, Canfield's leadership has guided TALX to become a leading provider of payroll/HR services bringing employer savings by replacing manual, paper-based methods with electronic employment verification and unemployment cost management, as well as services for paperless pay, W-2 and I-9 management, automated hiring, and electronic time reporting. He has been an entrepreneur since 1968 after working for seven years at IBM. Canfield founded several computer-related companies. He also served as a director of Jefferson Savings Bancorp, Inc. from 1990 until 2001.



STEVE CASE
Chairman & CEO, Revolution Health

As co-founder of AOL, Case led the charge to make the Internet an essential part of everyday life. AOL's resulting \$100+ billion market capitalization enabled it to merge with Time Warner. He became chairman of AOL Time Warner and stepped down in 2003. Several months later, he became passionate about the possibilities in the burgeoning wellness and healthy living sector and bought control of Miraval - Life In Balance. In 2004 it became clear to him that the approach he had adopted could be applied to other companies in other industries. That led to the development of Revolution and the refinement of a more systematic approach to building disruptive consumer businesses.



ELLIOT CLARK
Chief Operating Officer, Kenexa

Clark joined Kenexa in 1991 and has been the COO since 1999. From 1992 until 1999, Clark served as a general manager in the talent acquisition division. Clark holds a bachelor of science degree in economics from The Wharton School of Finance and Commerce of the University of Pennsylvania, where he majored in labor relations and personnel management. He has been actively involved in recruitment of senior executives for major pharmaceutical companies and contract research organizations.



RICHARD CRESPIN
CEO & Co-Founder, The Delve Group, Inc.

Crespini has extensive experience that allows Delve to help clients enhance their brands to improve profitability, customer loyalty, sales, and operations. Delve's clients include companies throughout the BPO and HRO sectors, members of the Global 1000, U.S. and government organizations. In addition, Delve was recently selected by the HRO Association to lead its management activities. Crespini is an alumnus of both George Washington University and the Harvard Business School. He also serves as a board member for Pivotal Insight, LLC, and is a recognized speaker and published author on global brand strategy.



BRYAN DOYLE
President-HRO, Hewitt

As president of Hewitt Associates' HR outsourcing business, which accounts for more than 70 percent of the firm's revenues, Doyle is responsible for overall business strategy, operations, and management. During the past 20 years, Doyle has contributed to the development of HRO from what was a fledgling industry into a primary business strategy. During that time, Hewitt has grown to be the largest provider of HR BPO services with a leading market share. Doyle serves on Hewitt's board of directors and its executive council. He joined Hewitt Associates in 1984 and has an MBA from Loyola University of Chicago.

2006 HRO SUPERSTARS

WHO'S WHO: Providers



BRENNA GARRATT

President & Co-Founder, The Delve Group, Inc.

The majority of Garratt's 16-year career in developing branding, marketing, sales, and other communications strategies has been dedicated to working with senior executives to establish their company's brand value and leveraging it to grow their businesses. She has applied her skills to a variety of industries, both business-to-business and business-to-consumer. An honors graduate of the Cleveland Institute of Art, Garratt's earlier work as a graphic designer has been internationally recognized and published in many prestigious design publications. She is a past board member of the American Institute of Graphic Arts and has spoken at creative and business conferences.



PAT GOEPEL

former SVP, Ceridian

A 15-year HR industry veteran, Goepel, recently left Ceridian, where he led the company's strategy, mergers and acquisitions, and institutional relationships. His extensive experience involved leading the company's sales efforts and running operations. He led Ceridian's entry in the HRO marketplace and is now moving on to another opportunity to be announced in the near future.



PETER HART

Chief Executive Officer, Rideau

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.



TODD HUTTO

Division VP, General Manager-Comprehensive Outsourcing Services (COS), ADP

Hutto rejoined ADP two years ago as a general manager before concentrating solely on COS. He was at Metavante Corporation as the GM of electronic banking services; the division was formerly with ADP and sold in 1999 to Metavante. Prior to his first time at ADP, Hutto was the president of a division at Sterling Software, held several GM and VP roles at Dun & Bradstreet Software (formerly MSA), and was a manager at what is now known as Accenture. He is a graduate of Middle Tennessee State University with a B.B.A. and MBA in Information Systems.



DOUG KRONENBERG

Chief Strategy Officer, Lumenos; Chairman, CDHCA

With more than 25 years of marketing experience, Kronenberg is responsible for developing Lumenos' strategic marketing and business plan. A recognized consumer-driven healthcare spokesperson, he is a founding partner and current chairman of the Consumer-Driven Health Care Association (CDHCA) and a frequent keynote speaker at healthcare conferences. Prior to joining Lumenos, he was national VP of marketing for Prudential HealthCare, and headed the national marketing organization for Humana Inc. He spent the first 15 years of his career in a variety of brand-management assignments in the packaged goods industry with both Procter & Gamble and Hallmark.



CHRISTIAN MARCHETTI

Managing Director-HR Services, Accenture

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. To better serve the Rhodia account, Marchetti was actively involved in establishing the Accenture Delivery Centre in Prague, which has become a pivotal link in Accenture's BPO delivery network.



SUE MARKS

Chairman & 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 she sold 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 Company

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.



DAVE NELSON

President and CEO, SHPS

Nelson has spent more than 25 years in the healthcare industry. Prior to joining SHPS, he served as chairman and CEO of Webmedx, Inc., a provider of web-based clinical applications and outsourced services for healthcare providers. He was also president and CEO of Hawk Medical Supply and CEO of Automated Healthcare; and chairman, president, and CEO of Amsco International, growing the healthcare products business from LBO to a \$500 million NYSE company. He previously held various leadership positions with American Hospital Supply Corporation and Baxter International. Nelson currently serves on numerous boards.



JAY RISING

President-National Account Services, ADP

Rising leads an organization of 4,500 associates providing HR, benefits, and payroll outsourcing services to the largest companies and institutions in North America. He has held senior titles in sales, marketing, and operations for more than 21 years. Rising joined ADP in 1996 as senior vice president of sales, employer services national accounts division. He is a member of the ADP Employer Services Executive Committee—the governing chair of ADP's Employer Services division. Rising spent 13 prior years at American Express TRS Company, where he served in a variety of positions in finance, sales, product marketing, and general management.



STEVE ROSENTHAL

CEO, CheckPointHR

Rosenthal spent three years in internal and external operations at ADP. As one of the founders of the professional employer organization (PEO), he launched Employee Management in 1990, which grew to become the 17th largest PEO in the nation by 1998. After the merger of EMI and Payroll Transfers, Inc. in 1998, the combined company became one of the largest privately held PEOs in the U.S. Rosenthal, considered to be an authority on the HRO industry, also speaks to a wide variety of HR and financial management issues that affect business owners and senior managers.



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

At Ultimate Software, a leading provider of web-based payroll and workforce management solutions, 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

Director of Market Strategy, ACS Europe

Scholl is responsible for developing ACS' BPO value proposition in Europe, providing market intelligence, assisting in overall European marketing efforts, helping form partnerships, identifying acquisition candidates, and developing influential business relationships. At Gartner, she was a principal analyst in charge of BPO research, focusing on HRO, FAO, and offshore outsourcing. She earned an M.S. in management from the Community of European Management Schools at the Ecole des Hautes Etudes Commerciales in Paris and a degree in international economics at the Institut d'Etudes Politiques de Paris. She is fluent in English, French, Spanish, and Russian. ▶

2006 HRO SUPERSTARS

WHO'S WHO: Providers



BARBARA SHERIDAN
CEO, HR XCEL

Sheridan has more than 20 years of experience in the human resource field, including benefits administration, employment, compensation, recruitment, retention, liability management, policy development, mergers and acquisitions, and account management. She has a bachelor's in business administration, with an emphasis in human resource management from Susquehanna University. Her innate business savvy, hard work, and drive helped her quickly make a name for herself in her first HR position at the Coffee, Sugar & Cocoa Exchange. She moved through the ranks and was named director of human resources. She broadened her HR experience over the years by assuming roles of increasing responsibility in a variety of industries. Along the way, she recognized that there were many companies out there that desperately needed HR expertise, and/or wanted to offload non-core administrative processes. She put together a business plan to provide a solution for those companies and HR XCEL was born.



DANIEL SOLOMONS
President & CEO, Hyrian

Solomons co-founded Hyrian in 1997 and has led the company from a two-person startup to a national RPO provider serving companies nationally. He has more than 12 years of experience in the recruitment and HRO industries and has built large-scale outsourced recruitment programs for some of the nation's largest and most well-respected companies. In 2003 and 2004, Solomons oversaw Hyrian's rollout of the largest and most complex pure RPO program in history. A native of London, Solomons received his dual B.A. in political science and business administration from the University of California, Riverside.



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.

"Complexity is an exponential function. As a high-growth provider, we have had to learn how to reinvent ourselves each year to be more efficient, handle larger customer programs, and generate year-over-year improvements for existing customers. The pressure to innovate is the healthiest form of stress in business."—Elliot Clark, Kenexa



BARRY SIEGEL
President, Recruitment Enhancement Services (RES)

As a pioneer with more than 30 years' 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."



KEITH STRODTMAN
SVP & General Manager of HRO, 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 HRO 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 PwC's first HR BPO contract in 1999 and was the global leader for the HR administrative segment of PwC's largest HR BPO contract.



RANJAN SINHA
Chairman & 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.



ERIC VONK
Chairman and CEO, Gevity

Appointed in April 2002, Vonk led Gevity's successful transformation from a professional employer organization to a leader in the HRO industry. Before joining Gevity, he served on the executive board of Randstad Holding NV and was president and chief executive officer of Randstad North America.

"A professional lesson I learned this year is that leaders need to understand and accept there is great value in intuition and emotional intelligence."—J.P. Sakey, Headway



JOS SLUYS
Chief Executive Officer 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.

Bios Unavailable for the Following Superstars:

JAMES E. MURPHY
President-Total Benefits Outsourcing Division, CitiStreet

PETER SMAIL
President, Fidelity Employer Services Co.

2006 HRO SUPERSTARS



ADVISORS & OPINION LEADERS

Yes deals are made when a client and service provider make a good match, but what about getting the two together? That's where the sourcing consultant comes into play. We can't forget about the academics and organizational leaders who are shaping HRO's image. The group is 43 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
Tom Barnds	Accel-KKR	Managing Director	Betting that HRO and FAO scratch each others' back
Peter Bendor-Samuel	Everest Group	Founder & Exec Chief Officer	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
Robert Chovanec	NAER	President	Recognition.org's secret weapon, a labor lawyer with business sense
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 GmbH	Principal	Driving European enterprise-level HRO
J. Ross Docksey	Sonnenschein Nath & Rosenthal	Partner	The West Point connection in BPO contract negotiation
Phil Fersht	NelsonHall	Global VP	HRO, FAO & BPO's very own rock star analyst
William Filip	Robert W. Baird & Co.	Managing Director	HRO investor with the longest shopping list
Mike Friend	IDC	BPO Analyst	Cool-headed BPO analyst, neither shaken nor stirred
Scott Gildner	Gildner & Associates (acquired by TPI)	President	A boutique who went mainstream HRO by being bought
John K. Halvey	Milbank, Tweed, Hadley & McCloy, LL	Partner	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	Everest Group	President, Supplier Solutions	HRO's very own "marriage counselor" sourcing advisor
Katherine Jones	Aberdeen Group	Research Director	Godmother of mid-market HRO research
Clay Kelley	Clay Kelley & Company	Principal	The heavyweight champ of small-market HRO sales training
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	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
Romi Malhotra	Dell Services-India	Managing Director	Built one of the world's largest call-center operations
Barbara Melby	Morgan Lewis	Partner	Literally wrote the book on IT Outsourcing
Rory Murphy	Morgan Chambers	Vice President	Bold former union leader: Is HRO the new union?
Gil Parker	Vales Consulting	Director	Heavyweight champion of proposal writing
Edward Reilly	AMA	President & CEO	Heads largest membership-based management organization
David Rhodes	Towers Perrin	Partner	Denmother of the HRO Buyers Club
Mitt Romney	State of Massachusetts	Governor	Salt Lake Olympics CEO, leader in market-based healthcare solutions
RU Srinivas	Standard Chartered Bank	Head, HR Shared Services	Has ambitions to privatize—covers 52 countries
Akiba Stern	Morgan Lewis	Partner	HRO law's biggest brain
Andy Stern	Service Employees Int. Union	President	Outspoken advocate of unions acting more like outsourcers
Richard Tinervin	Tinervin Advisors	Founder & Managing Partner	HRO's stealth powerhouse: Founded Citistreet, Sungard dealmaker
Mark Toon	EquaTerra	CEO	Operational head of revolutionary lifecycle sourcing concept
Cathy Tornbohm	Gartner	Research Director	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 & Avinash Vashistha	NeolT	CEO & Managing Partner	On the same line because they're HRO's best-known brother act
Barry Wiegler	Sourcing Interest Group	CEO	Shepherd-in-chief of BPO thought leader
Robert Zahler	Shaw Pittman	Partner	HRO's old man river...just keeps rolling on

"Change management required in HRO has neglected the staff that remains in the company after most transactions are outsourced. These employees often need help creating a new job description for themselves to be successful in their very new roles in vendor management and serving as an enterprise ombudsman."—Katherine Jones, Aberdeen Group

2006 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.



TOM BARNDS

Managing Director, Accel-KKR

Prior to joining Accel-KKR, Barnnds was a managing director at Nassau Capital, a private equity firm engaged in investing \$2.5 billion of Princeton University's endowment. Prior to Nassau Capital, Barnnds worked as a strategy consultant at Bain & Co. He started his career in the investment banking division at Alex. Brown & Sons, where he worked with emerging growth and technology companies. Barnnds has been a frequent guest lecturer on private equity topics at Stanford University and Princeton University.



PETER BENDOR-SAMUEL

Founder and 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 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.



ROBERT CHOVANEC

President, NAEER

Chovanec is a past executive vice president of the National Association of Employee Recognition, which has more than 600 members. He has been a member of the organization since 1997. Chovanec, a partner at Warner Norcross, concentrates his practice in employment law. He joined the Firm in 1974. He has served as moderator for and presented numerous seminars and training programs on a wide variety of employment topics.



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 GmbH

Davies is an independent advisor in HR services and outsourcing. He has two decades 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 effort 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.



J. ROSS DOCKSEY

Partner, Sonnenschein Nath & Rosenthal

Docksey's practice focuses heavily on corporate transactions, including M&As, the creation of strategic alliances, outsourcing of key business functions, and technology contracting. He also serves as general counsel or principal outside corporate counsel for a number of corporations. He is a frequent speaker at conferences and continuing legal education programs. He is admitted to the Illinois Bar, and is a graduate of the United States Military Academy and the University of Minnesota Law School.



PHIL FERSHT

Global VP, Nelson-Hall

Fersht is well-known in the high-tech and business services industry as an opinion-leader, analyst, and advisor. He is a frequent author and speaker on HR and F&A BPO trends and issues. At Nelson-Hall, he leads the research function across all research domains in business process outsourcing, managing a team of analysts across North America and Europe. Fersht has worked extensively across Europe, North America, and Asia as an analyst and advisor in BPO and IT services to both supply- and buy-side communities. Prior to Nelson-Hall, Fersht was VP of Yankee Group's global BPO and IT Practice. He worked at research firm IDC from 1998 through 2003, where he was a director of IDC Asia/Pacific's advisory services.



WILLIAM FILIP

Managing Director, Robert W. Baird & Co.

Filip directs Baird Venture Partners' investment activity within the business services and software sector. His focus areas include human capital services, financial services and software, and other specialty outsourcing niches. Filip has led investments and sits on the boards of directors of many notable companies including HireRight, Payroll Associates, SmartTime Software, Salis Inc., Austin Logistics Everdream Corp., and Pinstripe among others. He has more than 15 years of investment experience working with young and innovative companies.



MIKE FRIEND

BPO Analyst, 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." He is a fluent German speaker and holds a B.A. degree from Nottingham Trent University.



SCOTT GILDNER

President, Gildner & Associates

Throughout Gildner's career, he has assisted large, multinational organizations implementing business process service offerings. Prior to joining TPI, he established Gildner & Associates. He leveraged his extensive outsourcing and benefits consulting experience to grow the organization into the largest sourcing advisory firm specializing in human resources. Gildner has helped more than 50 *Fortune* 200 clients with their HRO strategy development and has been personally involved in hundreds of client engagements related to outsourcing and has negotiated outsourcing agreements covering in excess of \$3 billion of contracted services.



JOHN K. HALVEY

Partner-Technology and Outsourcing Group, Milbank, Tweed, Hadley & McGloy 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

Mark is the leading authority on BPO and HRO, authoring the very first market research report on BPO in 1989. He is a pioneer in BPO and sits on all of the major BPO industry associations and standards boards. Hodges is one of the founders of EquaTerra. He has assisted over 50 corporations in the assessment and improvement of their SG&A functions via BPO, HRO, and shared services. Hodges was a founder of Exult Inc. and COO of G2 Research. After 11 years, he sold G2 Research to Gartner Group, where G2 became Gartner Dataquest's Worldwide IT Services Group.

2006 HRO SUPERSTARS

WHO'S WHO: Advisors

No Photo Available

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.



JAMES MADDEN

Special Advisor, General Atlantic Partners

Madden was founder, chairman, and CEO of Exult, Inc. (acquired by Hewitt), where he was a pioneer in the HRO industry. Prior to founding Exult, Madden served in a variety of outsourcing industry leadership positions. In 1995, he was named president of the U.S. and Latin American divisions of Systemhouse and grew the unit to become a \$2 billion division of a major telecommunications company. In 1997, he became CFO. He also was a principal at Booz-Allen & Hamilton, where he established and led the firm's IT and process reengineering practice in Southern California. He began his career with Andersen Consulting (now Accenture), where he developed and ran Andersen's first outsourcing practice on the West Coast.



MICHEL JANSSEN

President-Supplier Solutions, Everest Group

In a career spanning almost two decades in outsourcing leadership positions, Janssen has been a major contributor to the industry's development and has designed strategies for creating effective relationships between service organizations and their clients in a cross-section of industries and business processes. Prior to joining Everest, Janssen served as a senior member of Gartner's strategic sourcing practice, where he was responsible for developing and implementing service offerings across Gartner business units. He also held several management positions at EDS for 12 years.



ROMI MALHOTRA

Managing Director, Dell International Services India

Malhotra is responsible for running Dell's operations in India and charting the company's progress in implementing its services strategy from India. He took over the reins of Dell India in March 2004. Under his leadership, the company has grown rapidly and supports significant numbers of Dell's customers in English-speaking countries across the world. Before joining Dell, Malhotra was CEO and managing director of SCOPE International, a wholly owned subsidiary of Standard Chartered Bank. Prior to that, he was the CEO of one of the outsourcing businesses of GE Capital in India.



KATHERINE JONES

Research Director, Aberdeen Group

Jones provides research and consulting services in business applications in today's e-business environments. In charge of Aberdeen's human capital management practice, Jones covers variable compensation management, staff hiring and retention issues, application service provider solutions, and employee self-service. A veteran in enterprise applications, she has been responsible for technical product marketing and strategic alliance management in several computer companies since 1984. Her doctorate and master's degrees are from Cornell University. Jones is a frequent speaker and is widely published in the U.S. and abroad.



BARBARA MELBY

Partner, Morgan Lewis

Melby is a partner in the Global Outsourcing Group and represents a large and diverse client base, including in the life sciences, financial institutions, 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.



CLAY KELLEY

Principal, Clay Kelley & Company

Kelley has been in the HRO and PEO business since 1985. He started as a personal producer, achieving top sales performer status in his second year. He served as a sales executive for Express Human Resources, Paradyme HR, and AdvanTec Solutions. He has sold more than 400 clients with 3 to 853 employees. He has participated in seven mergers and acquisitions and assisted in raising more than \$20 million in capital. Kelley has also trained more than 2000 sales professionals. He holds the distinguished Professional in Human Resources (PHR) designation from the Human Resources Certification Institute and is also a "firewalk" trainer for best-selling author and success coach Anthony Robbins and author of two books.



RORY MURPHY

Vice President, Morgan Chambers

The subject of the cover story in a 2005 issue of *HRO Europe* magazine, Murphy came to international sourcing advisory firm Morgan Chambers from his position as assistant general secretary of 1.2 million-member Amicus, Great Britain's largest private sector union. Prior to Amicus, Murphy toiled in positions of increasing responsibility in U.K. unions.

No Photo Available

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

Gilbert Parker, director, 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 (75 percent win rate) to the boards and senior management 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.



EDWARD REILLY

President and CEO, American Management Association (AMA)

Prior to joining AMA, Reilly served as president and CEO of Big Flower Holdings, Inc. (now Vertis, Inc.), a provider of integrated marketing and advertising services. Under Reilly's four-year leadership, revenues increased from approximately \$1 billion to nearly \$1.9 billion. Reilly spent nearly 30 years with the broadcast and book publishing groups of The McGraw-Hill Companies. He also served as chairman of the Association for Maximum Service Television. Reilly is a director of Benedek Broadcasting Corporation and a director of iVillage, Inc. He has also been a board member of the Advertising Council for eight years and is its incoming chairman.



ED LAWLER

Professor, University of Southern California

Edward E. Lawler III is distinguished professor of business and director of the Center for Effective Organizations in the Marshall School of Business at the University of Southern California. He has been honored as a top contributor to the fields of organizational development, human resources management, organizational behavior, and compensation. He is the author of more than 300 articles and 35 books. His most recent books include "Human Resources Business Process Outsourcing" and "Achieving Strategic Excellence: An Assessment of Human Resource Organizations."



MITT ROMNEY

Governor, State of Massachusetts

With the 2002 Winter Olympics mired in controversy and facing serious financial crisis, Governor Romney was asked to become president and CEO of the Salt Lake Organizing Committee. In his three years in Salt Lake, Romney erased a \$379 million operating deficit, organized 23,000 volunteers, galvanized community spirit, and oversaw an unprecedented security mobilization to ensure public safety. From 1978 to 1984, Romney was a VP of Bain & Company, Inc. Later, as the company's CEO, he led it through a highly successful turnaround. In 1984, Romney founded Bain Capital, one of the nation's most successful venture capital and investment companies. In 1975, he was awarded an MBA from Harvard Business School and was named a Baker Scholar. In 1975, he also received his Juris Doctorate, cum laude, from Harvard Law School.



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 Administratiff, Gevity HR, Intuit, Century Business Services, Hewitt, and Talk. On the private equity side, First Analysis has made a variety of investments in HR outsourcing and staffing companies.

2006 HRO SUPERSTARS

WHO'S WHO: Advisors



RU SRINIVAS

Head, HR Shared Services, Standard Chartered Bank

Srinivas has more than 10 years of business experience in the Indian market. Prior to joining Standard Chartered, he worked for Chennai-based Satyam Infoway Ltd. as head of quality and processes at Serwiz.com. He also served as associate vice president at Hexaware Infosystems Ltd. (Apple Group) for two years. Srinivas was also GM of planning and development for Guardian Insurance Services in Bangalore, India. After obtaining an MBA from Oklahoma State University in 1990, he worked as a secured loan analyst for First National Bank of Boston.



AKIBA STERN

Partner, Morgan Lewis

Stern is a partner in the Morgan Lewis, global outsourcing practice and has advised clients for more than 25 years in all aspects of business law, both as in-house counsel and at law firms. He concentrates his practice on outsourcing, as well as information technology-enabled business transactions. He is recognized in both the Chambers USA and Chambers Global Leading Lawyers Guides as a leading BPO and ITO legal advisor. Stern is a member of the board of directors for the Human Resources Outsourcing Association (HROA).



ANDY STERN

President, Service Employees International Union

As president of the 1.8 million-member Service Employees International Union, the largest and fastest-growing union in North America, Stern has helped the union grow by 900,000 workers since 1996. After publicly calling for major reform to reverse labor's decline, he led SEIU out of the AFL-CIO and helped form Change to Win, a new labor federation of seven major unions representing six million members. Stern is determined to build a 21st century global union by establishing partnerships with multinationals and unions around the world to raise wages and standards for workers, while helping businesses become more competitive in the U.S. and internationally.



RICHARD TINERVIN

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 assist 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.



MARK TOON

CEO, EquaTerra

Toon, currently CEO of EquaTerra, will take responsibility as president and COO of the newly merged company formed by the combination of TPI and EquaTerra. He is highly regarded as a thought leader and founder of one of the original BPO firms in the industry. During his 17-year career, Toon has advised global corporations on HR process analysis, transition and transformation initiatives, management of third-party contracts, shared services development, and SG&A cost reduction/value improvement. Through his innovation and guidance, his clients often report increased efficiency, improvements in service quality, and sustained reductions in operating costs.



GATHY TORNBOHM

Research Director, 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 undertake an 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.



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 the 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

Managing Partner, NeoIT

Vashistha has more than two decades of experience in global services delivery in a variety of vertical industries including telecom, retail, healthcare, and financial services among others. As founding managing partner of Global Advisory Services, he led NeoIT's consultants in sourcing more than \$2 billion in IT and BPO contracts in 2004. He has developed exceptional expertise in creating and executing offshore IT and BPO strategies. He has evaluated and conducted due diligence on hundreds of supplier firms in India, Russia, China, the Philippines, Eastern Europe, the U.K., Ireland, and Vietnam. He began his career in the telecommunications industry as a software engineer with AT&T/Lucent in Denver. Later he served in various leadership capacities and led several strategic outsourcing initiatives at Verizon and Nortel in the U.S., Europe and Asia. He co-wrote "The Offshore Nation" with his brother.



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, in doing so, 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.



ROBERT ZAHLER

Partner, Pillsbury Winthrop Shaw Pittman

As part of the global sourcing group, Zahler has been practicing law for more than 25 years. He participates in a wide range of legal work at Pillsbury, with an emphasis on sourcing both ITO and BPO. Zahler's work includes counseling and negotiating large-scale facilities management, information technology outsourcing, and business process outsourcing arrangements (both onshore and offshore), the structuring of telecommunications and managed network services transactions, the development of systems integration and custom system contracts, the protection of intellectual property rights, and the licensing of computer software. During the past 20 years, Zahler and his colleagues have represented more than 450 corporations and governmental entities on strategic outsourcing initiatives with a total contract value in excess of \$350 billion.

"The most important areas of HRO in the future are mid-market offerings; increased globalization of offerings and multi-lingual service centers; the integration of HR functions with F&A and procurement; a final wave of industry consolidation and emergence of new entrants; stronger linkage between workforce productivity, aging workforce, cost of healthcare, and pensions; and compliance and security."—Phil Fersht, NelsonHall



DAVE ULRICH

Professor, University of Michigan

Ulrich is professor of business at the University of Michigan and a principal partner at the RBL Group, a consulting firm focused on helping organizations and leaders deliver value. Professionally, he studies how organizations build capabilities of speed, learning, collaboration, accountability, talent, and leadership through leveraging human resources. He has helped generate multiple award-winning databases that assess alignment between strategies, human resource practices, and HR competencies. He has published more than 100 articles and book chapters and 12 books.

Bios Unavailable for the Following Superstars:

DAVID RHODES

Partner, Towers Perrin

2006 HRO SUPERSTARS



EUROPEAN HRO LEADERS

Outsourcing in Europe is still on an upswing. The assorted 27 are making sure it stays that way. The following providers, buyers, consultants, and legal geniuses have what it takes to bring European HRO into full bloom.

SUPERSTAR	ORGANIZATION	TITLE	WHAT MAKES THEM SHINE SO BRIGHT
Tom Olavi Bangemann	The Hackett Group	Senior Director & European Shared Services Practice Leader	BPO Bilingualism: Speaks the language of both HRO and shared services
Kevin Barrow	Tarlo Lyons	Partner	London's busiest BPO barrister
Gabby Boone	Management Centre Europe	Program Director	Europe's full-time multinational management guru & HRO supporter
Jerome Caille	Adecco	CEO	Staffing's Energizer Bunny—the engine of Adecco's strong performance
Bert Drenth	ISS Netherlands	HR Director	Netherlands' designated HRO pioneer
David Evans	HM Land Registry	Programme Sponsor	Believer in technology enabling HRO delivery
Luccio Fumigalli	Telecom Italia	Group HR Director	Brought HRO home to Italy
Phillippe Gluntz	ADP Europe	Chairman Emeritus	HRO Association's European Chairman
Gill Gordon	Schlumberger Ltd	Director of Personnel	HRO helps Schlumberger employees say 'Vive la Liberte'
Ian Harvey	UK Armed Forces	Air Commodore	Putting British military HR at ease
Beate Hillmann	Infineon Technologies	Director of HR Strategic Organizational Services	Manages the circuitry of Germany's largest HRO projects
Laura Jackson	COO HR	Credit Suisse First Boston	Global HRO pioneer
Andrew Kris	SBPOA	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
Albert Martens	IKEA	HR Leader	Using HRO to furnish themselves with the best staff
Tony McCarthy	Royal Mail	Group HR Director	In 2005, prepared to make 2006's largest HRO decision
Brian McLaren	Royal Bank of Scotland Group	HR Shared Services Director	A leader in the HRO-versus-other-options debate
Tim Palmer	EquaTerra	HR Practice Lead-Europe	U.S.-style sourcing advisory leader in Europe
Eric Poll	Leica	Corporate VP, Strategic Marketing	Designated HRO skeptic among European HR leaders
Ray Porter	Intel	EMEA Employee Services Operations Manager	Designed HRO to integrate within Intel's circuitry
Nicolette Sayward	Whirlpool	Global Director HR BPM & HRIS	Global HRO innovator
Mike Seaman	KONE	Assistant Vice President HR	Lifting HR for KONE's 15,000 employees with HRO
Luca Segantini	SBPOA	Director	The operating mind behind the SBPOA
Nicholas Squire	Freshfields, Bruckhaus, Deringer	Partner	The other half of the freshest faces in global HRO law
Jérôme Ternynck	MrTed	CEO	Bridging the East with the West in Europe
Jacques Vandermeiren	ELIA	Chief Corporate Officer	Electricity transmission company powered by HRO
Alex Wilson	BT	Group HR Director	Enduring leader of Europe's most experienced HRO customer

WHO'S WHO: European HRO Leaders



TOM OLAVI BANGEMANN

Senior Director & European Shared Services Practice Leader, The Hackett Group

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 the Hungarian shared-service community and advising several other shared-service initiatives.



GABBY BOONE

Program Director, Management Centre Europe

Boone runs MCE's executive programs that serve multinational corporations throughout Europe, developing professionals in human resources and beyond. MCE is the European affiliate of the American Management Association, the world's largest membership-based management development organization.



KEVIN BARROW

Partner, Tarlo Lyons

Barrow joined Tarlo Lyons in 1988 and has been a partner since 1993. He specializes in technology outsourcing, HRO, BPO, and employment and regulatory issues surrounding outsourcing and offshoring. He heads up the HRO group at Tarlo Lyons, which advises end-users and suppliers in relation to recruitment, payroll, training, and other HR outsourcing. Barrow also has experience in employment law, fundraisings, joint ventures, M&A, project finance, and a wide range of general commercial matters.



BERT DRENTH

HR Director, ISS Netherlands

After his study on HRM, Drenth started his career in HR at Metal Impres (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.

2006 HRO SUPERSTARS

WHO'S WHO: European HRO Leaders



DAVID EVANS

Head of HR Policy and HR Advance SRO, HM Land Registry

Evans has worked for Land Registry since April 2002. He has a brief to modernize HR so it can concentrate on areas where it can add value to the business rather than carry out routine administration. He ensures that HR has a key role in supporting the business in its massive program of changing the way Land Registry provides services to its customers. Immediately prior to Land Registry, he was deputy chief executive for the "Citizens Advice Service," and before that he held a series of HR appointments in local government.



PHILIPPE GLUNTZ

Chairman Emeritus, ADP Europe

Since 1995, Gluntz has held various positions within ADP; as president of ADP Europe and Corporate VP of ADP. He has held various executive positions at Capgemini Sogeti, Alcatel NV, CGE-Alstom International, and GSI (Générale de Service Informatique) and its subsidiaries. He is also an Associate Professor of Strategy at University of Aix-Marseille. Gluntz is an INSEAD alumnus and earned his Ph.D. in strategy and change management from Vanderbilt University.



GILL GORDON

Director of Personnel-North Central Europe, Schlumberger Ltd

Since 1985, Gordon has held many positions in Schlumberger in operational, staff, and international roles. Prior to that, she worked for Ford Motor Company. Parker has been involved in a number of strategic initiatives in the areas of career development, mobility and diversity, as well as acquisitions and divestitures. During this time, she has spent more than 10 years in expatriate assignments in France, Germany, and the U.S.



IAN HARVEY

Air Commodore, Director of Operations, Armed Forces Personnel Administration Agency, Royal Air Force

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.



BEATE HILLMANN

Director of HR Strategic Organizational Services, Infineon Technologies

In this role, Hillmann has responsibility for Infineon's operational and organizational structure, headcount reporting, and personnel data analysis as well as promoting an effective HR organization. Previously, she worked in Infineon's business re-engineering and benchmarking department in charge of identifying efficiency, standardization, and outsourcing potential with respect to HR administration and consequently of all outsourcing activities of the selected HR administration processes. She has been with Infineon since 2000, leading HR planning, controlling, and social policy.



LAURA JACKSON

COO HR, Credit Suisse First Boston

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.



ANDREW KRIS

Chairman of the Advisory Board, SBPOA

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.



TONY MCCARTHY

Group HR Director, Royal Mail

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.



TIM PALMER

HR Practice Lead-Europe, 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, outsourcing, international shared services, and offshoring. He has helped organizations understand how to define and improve their HR processes and implement effective sourcing governance and service management processes. As chief business architect for Accenture HR Services, he managed strategic investment programs, governance relationships with offshore delivery network, and third-party strategic alliance discussions. He also worked in business development for Accenture and managed the project that led to the company's entry into the HR outsourcing business.



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.



RAY PORTER

EMEA Employee Services Operations Manager, Intel

At Intel, Porter recently took responsibilities for global payroll strategy. He has been responsible for the successful re-engineering of a number of key HR processes in EMEA, e.g. payroll, employee expenses, and benefit administration. Porter joined Intel in 1990 and has held roles in engineering, manufacturing, and procurement. Prior to joining human resources he worked in the electronics industry for 21 years.



NICOLETTE SAYWARD

Global Director HR BPM & HRIS, Whirlpool

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

Director, SBPOA

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.



JÉRÔME TERNYNCK

GEO, MrTed

Jérôme Ternynck is the CEO of MrTed Limited, the company he founded in 1999 in London, UK. 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.



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.

2006 HRO SUPERSTARS

WHO'S WHO: European HRO Leaders



ALEX WILSON
Group HR Director, BT

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.

Bios Unavailable for the Following Superstars:

JEROME CAILLE
CEO, Adecco

LUCCIO FUMIGALLI
Group HR Director, Telecom Italia

ALBERT MARTENS
HR Leader, IKEA

BRIAN MCLAREN
HR Shared Services Director, Royal Bank of Scotland Group

MIKE SEAMAN
Assistant Vice President HR, KONE

Head of the Class

WHAT MAKES SOMEONE AN HRO SUPERSTAR?

"Any human resource professional who recognizes the value of outsourcing transactional processes and effectively implements an outsourcing arrangement to bring that value to the enterprise is an HRO Superstar."

Eric Smith, Stanley Steemer

"First, of course, the ability to understand the needs of both buyers and sellers in the expanding HRO market; second, the skill to bring those needs together; and third, the commitment to and the singular focus on the HRO market and mindset. As HRO becomes fully established in the organizational mentality, that long-term dedication and engagement in the market drivers are a key factor, that sets superstars apart."

Mike Brannan, Cendant

"An HRO Superstar exemplifies a pioneer and a visionary who has defined excellence and made a visible impact to HRO."

Avinash Vashistha, neofT

"The ability to think outside the box. HRO is not about incremental cost reductions or increasing efficiency. It is all about rethinking the way organizations will successfully provide HR services to their employees in the years to come."

Jos Sluys, ARINSO International

WHAT DO YOU THINK WILL BE THE MOST IMPORTANT AREAS OF HRO IN THE FUTURE?

"The ability to operate on a global basis will be extremely important. The big, leading clients absolutely need this. The forward thinking companies out there have at this stage of evolution right now, done a good job domestically and now need to extend these processes abroad in multiple locations. These global requirements significantly raise the bar for service providers both on the front-end (i.e., client-facing functions) and back-end delivery fulfillment (i.e., back-office functions). It's not just an opportunity for the big vendors either; virtually all

of the small, very young companies I evaluate are now globalizing their solution delivery."

Bill Filip, Baird Venture

"Buyers of HRO services must consider the changing face of the maturing HRO provider market. The continuing flurry of M&A activity has led to the disappearance of smaller, niche service providers that have failed to achieve the desired results with their short lists of clients. Buyers will see an expansion of skills and process depth due to M&A activity among complimentary providers. Buyers may soon experience commodity pricing for certain processes. The increasing number of second-generation HRO contracts do not reveal a trend to re-insource HR services from the provider, save for a few certain complex HR services, such as expatriation. More often we observe continued scope expansion into other areas such as learning and recruiting/hiring"

Mark Toon, EquaTerra

"In the future, I doubt that we'll even discuss HRO as a stand-alone box of services. BPO is becoming multi-tower; companies don't look at sourcing solutions within discrete business areas but as enterprise-wide solutions. And likewise, customers are no longer drawing bright lines between insourced and outsourced solutions. They want the best solution for them, which in many cases will be some type of hybrid approach. The HRO channel of BPO will become increasingly specialized. I think HRO providers will be seen as 'think tanks' of innovation within companies, those who keep up with and create their own best practices. So I think we'll see a race to the lowest possible price for everything in the HRO space that can be automated combined with a race to the top for the best professionals, capable of implementing the best strategic people solutions."

Glenn K. Davidson, EquaTerra

"In the near future, I believe that whilst there will be some big bang worldwide HROs (mainly of transaction-related functions), HRO's main growth in the U.K. and Europe will continue to come from single-service line suppliers (e.g. management of recruitment process for contingent workers) and adding new service lines (perm recruitment, internal redeployment, outplacement, training, screening

and vetting payroll). Also long-term demographics and economics will place ever-greater premium on talent acquisition, management, and retention, and HRO will play a huge part in this, especially by RPO suppliers. The need to compete with China and India will lead to a need to improve skills levels in the West and this will lead to debates about the role of employers in training, with probable increases in tax breaks in the EU for provision of training. HRO will play a huge part in this with suppliers helping employers exploit tax breaks."

Kevin Barrow, Tarlo Lyons

HOW HAS HRO MADE YOUR ENTERPRISE MORE COMPETITIVE?

"We have transformed our school district from the 'District of Last Resorts' to a 'District of First Resorts.' We now attract and retain a higher caliber employee—talent attracts more talent. By improving hiring processes, we have dramatically improved our ability to be selective in who we hire. That enhances our reputation and allows us to attract more talented people."

Deborah Hirsch, L.A. Unified School District

"We reduced our corporate center costs considerably. Any time you can contribute to that, you are participating in the business, and by outsourcing we can be assured that we will have the latest and best HR technology available to us."

Kathleen Geier, Goodyear

ARE THERE NEW FUNCTIONS TO OUTSOURCE?

"From technology outsourcing to business processes outsourcing, the trend is obviously to outsource more added-value functions and not just simple, repetitive, and administrative parts of the value chain. The question now is not so much what to outsource but more so why do you outsource it, and what benefits are expected by the organization from this dramatic functional and cultural change?"

Jérôme Ternynck, MrTed