



# HR BUSINESS PARTNER STRATEGY

October 28-30, 2014 | Palomar Hotel | San Diego, CA

The critical success factors for HR Business Partners  
in the development, delivery, and alignment of talent and strategy.



## 2014 HR Business Partner Strategy Event

The responsibilities of a HR Business Partner (HRBP) have evolved tremendously over the last 10 to 20 years – from having the sole responsibility of hiring and terminating employees, to being a strategic partner linked to the business strategy of the organization. HRBPs are now responsible for aligning people to strategy, creating the right culture and developing future organizational capabilities that are critical for success.

At the 2014 HR Business Partner Strategy Event, we will discuss the major challenges facing HRBPs today including how to build strategic partnerships, enhance executive coaching capabilities, and support the business through change effectively.

### Strategic Partnering, Coaching and Communication:

HRBPs have to think and see things out-of-the-box and from more than one vantage point, not just what is good for one aspect of the business, but the overall organization. They must constantly think about what will take the organization to the next level and how to get there. Then, they must also help business leaders and stakeholders align their business units to meet their goals, all the while coaching executives and people managers who are on different levels of the organizational ladder than they are. Creating solid and effective partnerships is imperative to the HR professional's success. We will discuss:

- » How to become more strategic while minding tactical duties and balancing workload.
- » Confident coaching of senior-level executives and relationship building from executive and HRBP perspectives.
- » How to present and analyze meaningful metrics that add value to HR and the organization.
- » How to build partnerships with leaders and help them develop and coach employees.
- » How to influence leaders on the importance of talent management practices such as diversity, recognition, retention, engagement, and workforce planning.
- » Identify and develop high potential employees for future roles.
- » Implement effective succession planning.
- » Successful employee engagement initiatives.

### Change Management:

Change is inevitable and this could not be truer than within the HR realm. Sometimes this could be doing more with less or this could equate to process improvement or removing something altogether. HRBPs have the responsibility within the change management process to start recognizing the changes in the broader business environment, communicating with leaders, developing the necessary adjustments for organizational needs, training their employees on the appropriate changes and lastly winning the support of the employees with the persuasiveness of the appropriate adjustments. We will discuss:

- » How to help leaders determine if change is appropriate and ready the business.
- » Change readiness systems to monitor progress, measure effectiveness, employee acceptance and development.
- » Communication to business leaders and winning buy-in for change from them and employees.
- » Training employees and supporting business leaders and managers.
- » Foster employee engagement before, during, and after change.

## Event Speakers

- » Laurie Ruettimann, *HR Thought Leader & Writer*
- » Kenneth A. Finneran, *Chief People Officer – Americas, Hellmann Worldwide Logistics, Inc.*
- » Ruth Ross, *Engagement Thought Leader, Author and Speaker*
- » Bill Glaves, *HR Business Partner, Children's Hospitals and Clinics of Minnesota*
- » Brian Jenkins, *HR Business Partner, PPS Managed Services, Hewlett-Packard*
- » Kevin Rutherford, *Chief Talent Officer, TalentLeap*
- » Jeff Reid, *Senior Vice President, Senior Human Resources Business Partner, BOK Financial (BOKF)*
- » Robin Schooling, *HR Thought Leader, Strategist & Managing Director, Silver Zebras LLC*
- » Katee Van Horn, *Director, HR Business Partner and Employee Relations Teams, GoDaddy*
- » Janis Avila, *Director, Senior Human Resources Business Partner, MUFG Union Bank*
- » Corey Sullivan, *Senior HR Business Partner, FireEye Inc.*
- » Melea Henry, *Senior HR Business Partner, MasterCard*
- » Tawanda Starms, *Senior HR Business Partner, Thales Group*
- » Michael Wiggers, *HR Business Partner, J.P. Morgan Chase & Co.*
- » Jay Helmer, *Senior Project Manager, Strategic Workforce Planning, Southern California Edison*
- » John Jourdane, *Principal Manger, HR Strategic Business, Transmission & Distribution, Southern California Edison*
- » Derrick Barton, *Chief Talent Leader & CEO, Center for Talent Solutions*

## The TMA Difference



TMA strictly enforces an attendance policy to guarantee the best possible experience for our speakers and attendees. TMA maintains a 70/30 split between practitioners from end user companies and vendors that provide talent management and recruitment solutions. [www.the-tma.org](http://www.the-tma.org)

# Pre-Conference Workshop | October 28th, 2014

## One-Day HRBP Course & Workshop by TMA & Kevin Rutherford, *Chief Talent Officer, TalentLeap*

This interactive workshop will provide participants with a holistic view of strategic talent management, as part of an overall human capital strategy, the integration of HR and business strategy, the valuable metrics and analytics HR must use, and the development of consulting skills.

Broken into four parts, this workshop acts as a one-day course to illustrate the concepts and practices organizations can use to transform the talent they have into the business results they desire by leveraging multiple strategies and initiatives.

8:00-9:00	<b>Registration and Breakfast</b>
9:00-10:30	<b>PART I: HR and Business Strategy Integration</b> <ul style="list-style-type: none"><li>» HR Business Partner Role in Strategy</li><li>» New Competencies for HR Business Partners</li><li>» Business Strategy Alignment</li></ul>
10:30-11:00	<b>Networking Break</b>
11:00-12:30	<b>PART II: Business, HR and Human Capital Metrics and Analysis</b> <ul style="list-style-type: none"><li>» Review Workforce Metrics</li><li>» Using Statistics to Enhance Human Capital Decision Making</li><li>» Communication Methods for Data Insights</li></ul>
12:30-1:30	<b>Lunch</b>
1:30-3:00	<b>PART III: Strategic Talent Management</b> <ul style="list-style-type: none"><li>» Create a Plan That Outlines the Strategies and Actions Necessary for the Organization to Meet Business Objectives</li><li>» Understand Strategic Business Priorities and Associated Workforce Implications</li><li>» Engage Line Leaders in Business/ HR Strategy Development</li></ul>
3:00-3:30	<b>Networking Break</b>
3:30-5:00	<b>PART IV: Consulting</b> <ul style="list-style-type: none"><li>» Customize the Communication Plan for All Stakeholders</li><li>» Engage Line Leaders in Workforce Risks to Strategy Discussion</li><li>» Translate Business Priorities into Critical Capabilities</li></ul>



# Main Conference Day One | October 29th, 2014

7:00-8:00	<b>Registration and Breakfast</b>
8:00-8:15	<b>Chairman's Welcome</b> <b>Presented by,</b> Kevin Rutherford, <i>Chief Talent Officer, TalentLeap</i>
8:15-9:15	<b>I Am Human Resources: Five Strategic Ways to Break Stereotypes and Reclaim HR</b> <b>Presented by,</b> Laurie Ruettimann, <i>HR Thought Leader &amp; Writer</i>  <p>Today's human resources professional breaks stereotypes. She is more than just an administrative taskmistress who implements dress code policies and faxes job descriptions to the local newspaper. The field of HR encapsulates business partners, specialists, risk managers and transformational leaders who are redefining the complex world of human capital management.</p> <p>And some of these leaders are even men.</p> <p>This keynote will focus on the five strategic pillars that define the modern human resources leader. We will explore HR leadership trends—from talent analytics through business forecasting—and define the ways in which HR intersects with ever-changing business priorities in IT, procurement, finance and the C-Suite.</p> <p>If you are naturally geared towards understanding the "big picture" of your company—or if the future of your HR career is focused on business and management strategy, workforce planning, compensation and board strategy, labor relations and risk management—this developmental session will help you grow, learn, and claim ultimate accountability and leadership in your HR function.</p> <p>Coco Chanel once said, "I don't do fashion. I am fashion."</p> <p>You are a human resources leader. You don't do HR. You are HR. And It's time to shine.</p>
9:15-10:00	<b>Identify and Develop High Potential Employees for Future Roles</b> <b>Presented by,</b> Brian Jenkins, <i>HR Business Partner, PPS Managed Services, Hewlett-Packard</i>  <p>Recruiting strategies are primarily designed and focused on an external outreach. However, when looking for someone to fill a future role that isn't currently available, internal candidates can be a better fit than outside hires since they are familiar with the company, invested in its success, and have time to be developed. The challenge can be to identify the right people within the organization who are capable, willing, and possess the competencies needed to fill such roles.</p> <p>This session will discuss how to use the current employee pool as a talent pipeline rich with leaders-in-waiting. We will discuss how to create strategies that can help identify candidates, how to create training and development programs to ready them, and how to keep internal candidates engaged and ready to lead.</p>
10:00-10:30	<b>Networking Break</b>

# Main Conference Day One | October 29th, 2014

10:30-11:15	<p><b>Employ Actionable Analytics to Drive Strategic Change</b> <b>Presented by,</b> Kevin Rutherford, <i>Chief Talent Officer, TalentLeap</i></p> <p>For HRBPs to succeed and they need definitive data and appropriate analysis skills to assess and anticipate HR-related issues and to proactively develop integrated solutions to support the business, as well as help executives make decisions based on data-driven proof.</p> <p>In this session, we will share which metrics and analytics (small and large) add value to HR's position, which exist that can drive strategic partnerships, and what metrics HRBPs can provide to the business that will help it become more strategic in the future.</p>
11:15-12:00	<p><b>Four Deliverables Needed to Put the "Business Partner" into HRBP</b> <b>Presented by:</b> Derrick Barton, <i>Chief Talent Leader &amp; CEO, Center for Talent Solutions</i></p> <p>In this interactive session we will explore the four key components that HRBPs must master in order to be highly successful. First you will measure yourself and then learn what other HRBPs do to make a sustainable impact on organizational performance for comparison. Everyone will leave this session with a number of resources needed to increase their capabilities.</p> <p><b>ONE: Talent Requirements</b> Clearly define the talent requirements needed to execute the organization strategy.</p> <p><b>TWO: Talent Performance Map</b> Create a solid line-of-sight to show how talent practices will achieve the needed talent results required to deliver the organization results.</p> <p><b>THREE: Talent Accountability Profile</b> Demonstrate the investment in time and focus to deliver the return on performance.</p> <p><b>FOUR: Talent Practices</b> Equip leaders and managers to take action.</p>



# Main Conference Day One | October 29th, 2014

12:00 – 1:00	<b>Lunch</b>
1:00–2:30	<p><b>INTERACTIVE EMPLOYEE ENGAGEMENT LAB</b> <b>Re-Engaging Your Workforce: Moving From Woe To Wow!</b> <b>Presented by, Ruth Ross, <i>Engagement Thought Leader, Author and Speaker</i></b></p> <p>Organizations today are facing unprecedented pressure to motivate their employees to meet the challenges of a business world dominated by volatility, uncertainty and constant change. This tumultuous environment creates a growing chasm between leaders and employees, with perilous implications for future engagement, productivity and financial results. Engagement is what motivates people to not only feel dedicated to their job and their life, but also to feel rewarded by what they do and how they do it. It pushes people to look differently and go above and beyond not because they have to, but because they want to. With the cost of lost productivity due to disengagement skyrocketing and the numbers of people identifying themselves as suffering from this affliction growing, no company can afford to ignore this issue. What if your managers make up a large percentage of those disengaged at work? How are they going to be able to lead and sustain a team of committed, satisfied and engaged employees?</p> <p><b>During this interactive lab session we will:</b></p> <ul style="list-style-type: none"><li>» Examine the ROI of engagement and the steps to achieving the magic of this critical business imperative.</li><li>» Flip the switch and talk about disengagement by covering underlying causes and the identification of symptoms (both individually and organizationally).</li><li>» Review diagnostic tools and the 5 step ALIVE™ treatment plan.</li><li>» Discuss the role HR should, and equally important should not, take on with regards to employee engagement.</li><li>» Model and discuss some of the key concepts around re-engagement.</li></ul>
2:30–3:00	<b>Networking Break</b>
3:00–3:45	<p><b>Building Strategic Partnerships</b> <b>Presented by, Jeff Reid, <i>Senior HRBP, BOK Financial</i></b></p> <p>As the HR Business Partner plays an integral role in the training and development of employees across the organization, building and maintaining the partnership between HRBPs and people managers must be a universal and constant priority across the organization.</p> <p>In this session, learn how HRBPs can develop conducive relationships with the line, build and foster trust, and influence training initiatives to support business objectives and advance enterprise-wide change.</p>

# Main Conference Day One | October 29th, 2014

3:45-4:30	<p><b>MasterCard Case Study: Re-Branding for a Broader Talent Base</b> <b>Presented by, Melea Henry, Senior HR Business Partner, MasterCard</b></p> <p>Change comes in many shapes and sizes: small and large, planning and unplanned, reactive and proactive, and each needs their own change management strategy to effectively manage. Change can stem from strategic planning initiatives, internal performance issues or from external demands and competition. It is critical for HRBPs to partner with leadership in order to accurately weigh the benefits against the risks that come with it, determine if the business is change-ready, and then manage the change successfully to achieve the end goal.</p> <p>In this session, Melea Henry will share MasterCard's story of re-branding their image from a financial institution to a technology organization. With a physical office change from the suburbs to Manhattan, MasterCard has embarked on a mission to broaden their employee base and be more desirable to the next generation of talent. We will discuss how Ms. Henry has worked closely with talent acquisition in order to engage current employees while becoming more desirable and appealing to new talent, determining which roles needed to be prioritized, which needed to be developed, what skills could transfer, which needed more training, and their re-branding strategy.</p>
4:30-5:15	<p><b>An Actionable Competency Model to Improve Communication, Performance, Hiring, and Relationships</b> <b>Presented by, Bill Graves, HR Business Partner, Children's Hospitals and Clinics of Minnesota</b></p> <p>HR competency models have been vital to attempts to improve the selection and development of HR business partners and establish a new mechanism for linking HR strategy with business performance. In addition, organizations must ensure HRBPs not only have the right competencies, but also that they have the right role, relationship with the line, and support from peers. However, most competency models become too complex, are a lot of work to create and maintain and end up on the shelf never to be used.</p> <p>In this session, Bill Graves will share how he and his colleagues built a functional model that is used as a development and performance tool, to improve communication and transparency with internal customers, and for hiring and selection. Bill will share the five behaviorally anchored competencies which makes up the model, how to create your own and decide what is important for your business, and how to include the competency model as part of the regular conversation with executives and managers in order to anchor the HRBP role within the company.</p>
5:15-6:30	<p><b>Cocktail and Networking Reception</b></p>



## HRCI Approval

This event has been approved for the following credits  
2 Day conference: 12.25 General Credits  
Workshop: 5.50 General Credits

*The use of this seal is not an endorsement by the HR Certification Institute of the quality of the program. It means that this program has met the HR Certification Institute's criteria to be pre-approved for recertification credit.*



# Main Conference Day Two | October 30th, 2014

7:15-8:15	<b>Registration and Breakfast</b>
8:15-8:30	<b>Chairman's Welcome</b> <b>Presented by,</b> Kevin Rutherford, <i>Chief Talent Officer, TalentLeap</i>
8:30-9:15	<b>The Critical Competencies and Capabilities of Tomorrow's HR Business Partner</b> <b>Presented by,</b> Kenneth A. Finneran, <i>Chief People Officer – Americas, Hellmann Worldwide Logistics, Inc.</i>  In 1996 Dave Ulrich published 'Human Resource Champions', the book that first proposed the four roles that HR needed to assume to create value in their organizations. The book spawned a revolution in HR and began a generation of activity to reorganize, reshape and transform the way we deliver HR.  In 2014 the 'Ulrich model' turns 18. HR has a more strategic role and Business Partners are now responsible for driving business results through people. As we look at the role, what is has become today and how much it has changed, we wonder: What will it look like in five years, or ten? This session will look at the competencies and skills that today's HR Business Partners should continue and start to develop to be a HR Business Partner of the future as well as the benchmarks for success.
9:15-10:00	<b>Strategies to Decrease Transactional Obligations While Developing Employees</b> <b>Presented by,</b> Michael Wiggers, <i>HR Business Partner, J.P. Morgan Chase &amp; Co.</i>  HR Business Partners are tasked with having a strategic focus on the business at all times. However, transactional and day-to-day needs must also be attended to. How can HRBPs decrease the time they spend on tactical duties, increase the time they can devote to strategic tasks, and benefit the business and employees?  In this session, Michael Wiggers will share the innovative solutions he has developed and implemented to address these challenges by utilizing internal talent. He will share: How to ID promising internal candidates for mutually-beneficial talent mobility and career development opportunities, ways to re-delegate transactional HR operations through training and development-focused job rotations, and the win-win results of this reciprocal and transparent strategy. Michael will also explore how open and proactive communication strategies have lessened the need for certain types of transactional duties naturally.

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# Main Conference Day Two | October 30th, 2014

10:00-10:30	<b>Networking Break</b>
10:30-11:15	<b>Implement an Effective Succession Planning Model for Critical Roles</b> <b>Presented by, Tawanda Starms, Senior HR Business Partner, Thales Group</b>  Some companies focus all of their succession planning efforts on high potential individuals, whereas others create a succession plan for everyone from the moment they are onboard. The benefit of focusing on high-potential workers is you can channel more resources and coaching toward those employees with the greatest promise. The risk is that you overlook great people and alienate and frustrate the rest of the employees, which can impact morale and turnover. There isn't a one-size-fits-all solution to succession planning, but there are key elements that every organization should think about when developing their succession planning models.  This session will look at the pros and cons of developing and hiring from within versus externally for certain roles, how to factor diversity into the decision making process, how to gain active support from leadership for talent development plans, and how leaders themselves can grow and create their successors with mentorship and coaching.
11:15-12:00	<b>Creating &amp; Sustaining A High Performing Culture</b> <b>Presented by, Janis Avila, Senior Human Resources Business Partner, MUFG Union Bank</b>  Performance management is a critical business function that helps drive smart decisions on hiring, promoting, and developing talent. Whether bought or built, performance management systems are necessary tools for organizations to run like clockwork and for HRBPs to know whether goals are consistently being met in an effective and efficient manner. They can focus on the performance of an organization, a department, employee, and much more depending on the needs of the organization or organizer.  We will discuss how to choose which systems and processes are most important to focus on and how to determine what is right for your organization, as well as, what HRBPs can build themselves versus which programs should be purchased or collaborated on.

## Event Organizer



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# Main Conference Day Two | October 30th, 2014

12:00 – 1:00	<b>Lunch</b>
1:00–1:45	<p><b>Make Change Stick: Reinforcing the Value of Successful Change through Training and Support</b></p> <p><b>Presented by,</b> Katee Van Horn, <i>Director, HR Business Partner and Employee Relations Teams, GoDaddy</i></p> <p>Dynamic HRBPs must understand the critical need to take change management beyond the planning, implementation and administration of change in today's fast-paced business environment. It is necessary for HRBPs to lead the way when it comes to weaving change into culture and instead of imposing change, empowering managers, employees and teams to take an active role in devising the strategies and action plans needed to deliver effective change.</p> <p>This session will build upon the notion that a pro-change culture driven by management style, behavior and training is a much more effective lever than process and policy when it comes to leading change. This session will provide proven strategies for training employees, supporting people managers and ultimately facilitating effective change that will stick.</p>
1:45–2:30	<p><b>The Role of the HR Business Partner in Strategic Workforce Planning</b></p> <p><b>Presented by,</b> Jay Helmer, <i>Senior Project Manager, Strategic Workforce Planning, Southern California Edison</i></p> <p>John Jourdane, <i>Principal Manger, HR Strategic Business, Transmission &amp; Distribution, Southern California Edison</i></p> <p>Because HRBPs are the key liaison between the HR function and the business leadership team, it's logical to assume they are key stakeholders and integral contributors to the company's strategic workforce plan (SWP) effort. However, it seems that the role HRBPs play varies widely from company to company, including not being involved at all. This seems counter-intuitive considering that when the HRBP is involved they are positioned to facilitate the process typically in collaboration with business leaders and subject matter experts in SWP.</p> <p>This session will look Edison International's workforce planning model and how it includes their HRBPs. John and Jay will share how to gain buy-in for instituting WFP, how and why their HRBPs are the anchors of the plan, how it can improve communication enterprise-wide, and the collaborative relationship HRBPs must have with their SMEs and executives that will ensure success.</p>
2:30–3:00	<b>Networking Break</b>

# Main Conference Day Two | October 30th, 2014

3:00-3:45	<p><b>Develop a Comprehensive and Effective Change Management Toolkit by Aligning Technology, Tactical Plans and Human Capital Management</b> <b>Presented by, Corey Sullivan, Senior HR Business Partner, FireEye Inc.</b></p> <p>In response to today's rapidly changing business environment, many organizations have placed significant investments in new tactical plans and technology in hopes of reducing cost and boosting productivity--despite the research that argues that it is not the "hard" technology acquisitions themselves that drive organizational success. It is now the responsibility of HRBPs to communicate that it is the strategic integration of technology into an effective organizational change management process that leverages human potential that will ultimately deliver results. This session will highlight the critical assets and strategies that organizations must have in their change management tool kit including:</p> <ul style="list-style-type: none"><li>» How to devise the best strategic and tactical plans</li><li>» How to effectively integrate technology into change management</li><li>» How to align company culture, values, people, and behaviors into a comprehensive plan</li><li>» How to adjust recruitment, training and development to support the talent and culture of a dynamic and innovative organization</li></ul>
3:45-4:30	<p><b>Attaining Universal Buy-In for Change through Communication and Empowerment</b> <b>Presented by, Robin Schooling, HR Thought Leader, Strategist &amp; Managing Director, Silver Zebras LLC</b></p> <p>Effective change demands open communication and collaboration between willing and motivated parties across the business. The HRBP needs to be prepared to communicate the need and value of systematic organizational change. In order to deliver a compelling case, it is critical to identify the specific impact of underperforming roles, projects and initiatives that would greatly benefit from applied change management strategies. It is the responsibility of HRBPs to recognize the potential for change in conjunction with the greater business environment, to communicate the potential impact with leaders, and to win the support of the employees through persuasiveness and the ability to express the various benefits of the appropriate adjustments at hand.</p> <p>This session will provide actionable strategies for HRBPs to adopt in order to effectively communicate the specific impacts of change as well as to gain enterprise-wide buy-in and enduring support.</p>

# Conference Details

## Pricing Information

Options	Standard Pricing
2 Day Conference	\$1,995.00
3 Day Event	\$2,595.00

## Registration Information

Fax form to 281-552-8914, Call 888-339-9599 or Email [info@the-tma.org](mailto:info@the-tma.org)

Attendee Name \_\_\_\_\_

Title \_\_\_\_\_

Company \_\_\_\_\_

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**Make Checks Payable in US Dollars to:**

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re: HR Business Partner  
1504 Bay Road Suite #1418  
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**Payment Policy:**

Payment is due in full at the time of registration and includes lunches and refreshments. Your registration will not be confirmed until payment is received and may be subject to cancellation. Please go online to: <http://bit.ly/pADvji> to view our cancellation policy.

## Venue Information



### San Diego: Hotel Palomar

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