



The 2006

Human Capital Metrics: Beyond Benchmarking;

How to Create Shareholder Value Through
Human Capital Investment

Pre-Conference Workshop: February 13, 2006

Conference: February 14 - 15, 2006

Marriott East Side

New York, NY

Dear Colleague

Periodically we come upon deflection points where forces push a trend line sharply in a new direction. Twenty years ago benchmark metrics started human resources talking quantitatively about their services. Now, beyond benchmarking, the C-suite is expecting all staff functions to contribute to shareholder value. Meeting this challenge requires transforming the organization through a new mindset and new tools.

This event is a learning conference that draws on the experience of leading human capital management companies. It starts with a model for transitioning organizations toward human capital management. You experience hands-on how to align, engage and communicate to build organizational excellence. Then, exercises cover how to talk to the C-suite, how to use assessment to hire the best, how to stimulate performance and build employee loyalty by uncovering what causes people to join, stay and leave organizations, how to build long term learning that generates competitive advantage, and much more. You will work with data from our study of America's Most Admired and the 100 Best Companies to Work For. Most importantly, you will experience how all this turns into a management system that secures customer loyalty and profitability. All presentations will focus on "how to".

Beyond Benchmarking involves line and staff executives who are responsible for managing the organization's human capital. The greatest value will go to those who attend as a team. You will take home knowledge and tools for building a human capital management system that empowers you to make better human capital investment decisions. We look forward to sharing the presenters' wealth of experience and knowledge in a "how to" practicum with you.

Best regards,

Jac Fitz-enz
Conference Program Director
The Conference Board

Optional Pre-Conference Workshop:

Monday, February 13, 2006

Registration: 12:30 - 1 pm

How America's Most Admired and Best Companies to Work For are Investing in Human Capital

Workshop: 1 - 5 pm

A landmark study of the effects of human capital investment on financial outcomes, market position and operations in America's top performers was launched in mid 2005 by Jac Fitz-enz, founder and retired chairman of Saratoga Institute. Dr. Fitz-enz will describe the goal, process and initial results of his new work at Workforce Intelligence Institute. Trends, practices and surprising findings will be explored.

Yves Lermusiaux will extend the study by presenting applications, trends and practices from decision science to issues of being an employer of choice and more effective uses of scorecards. This workshop will feature:

- Connections of human capital investments to finance, marketing and operating results
- Exercise in applying the predictive analysis model; bring a key strategic initiative from your organization to work with
- Discussion of which metrics can show you if you are an employer of choice
- Work with examples of dashboards that monitor your performance as well as trends

This workshop will feature:

- Connections of human capital to finance, marketing and operations will be reviewed
- Exercise in applying predictive analysis model; bring a key strategic initiative from your organization
- Hands-on opportunity to work with the data from the Workforce Intelligence Report

Jac Fitz-enz

Founder & Chief Executive Officer
Workforce Intelligence Institute

Yves Lermusiaux

President
Taleo Research



To register today, call Customer Service at

212 339 0345

February 14 - 15, 2006

Tuesday, February 14, 2006

Registration and Continental Breakfast: 8 - 9 am

Welcome and Introduction: 9 - 9:10 am

What Human Capital Management Means

General Session A: 9:10 - 10:10 am

Managing human capital is about how managers organize, deploy, direct and support the people reporting to them. Traditionally, the primary task has been to align individual performance targets with the corporate goals and departmental objectives. In the new millennium alignment takes on a holistic, 3-dimensional and nonlinear look. Dr. Fitz-enz will show by example the right and wrong way to do this with the resulting consequences. He will launch the Conference with the 5 steps beyond benchmarking that are driving performance in the 21st century.

Jac Fitz-enz, Ph.D.

Founder & Chief Executive Officer
Workforce Intelligence Institute

Morning Refreshment Break 10:10 - 10:30 am

Alignment & Engagement: Toward Predictive Human Capital Indicators

General Session B: 10:30 - 11:30 am

Most organizations rely on lagging indicators to make operational decisions. This rear-view mirror look is helpful in correcting past performance deficiencies, but is ineffective in predicting how what we do today will likely impact performance outcomes tomorrow. Health First, with the leadership of the Human Resources Department, is working with engagement metrics that it believes have predictive capabilities. The organization is moving down a road to capture data designed to position it to make future decisions based upon predictable operational outcomes tied to the level of staff engagement achieved by leaders.

Robert Suttles

Vice President, Human Resources
Health-First

Real-time Leadership: A New Approach

General Session C: 11:30 am - 12:15 pm

No other topic has received as much attention as has leadership. Theresa Wellbourne, founder of eePulse and professor at the University of Michigan, has taken a new approach to understanding leadership utilizing a data-enhanced process of real-time learning. In this session she will share her extensive research into what affects the energy and confidence levels of leaders. Based on an ongoing global study of leaders

[Register Online](#)

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Human Capital Metrics Conference

conducted since June of 2004, Dr. Welbourne will provide you with the latest leadership trends. You will learn:

- What confidence and energy mean to your own leadership team and organization
- How to stop a potential downward spiral if one exists in your organization
- The ways in which employee engagement programs are directly impacted by leadership confidence and energy
- The links between energy, engagement, confidence and firm performance

You'll be surprised to learn how leadership is energized as well as frustrated and drained.

Theresa M. Welbourne, Ph.D.

Principal, eePulse, Inc.

Ross School of Business, University of Michigan

Luncheon Keynote Address: Talking to the CEO

Luncheon Session D: 12:15 - 1:30 pm

One of the most critical skills a human resources professional must master is how to interact with senior managers, especially with the CEO. This skill base is a function of understanding the business, learning the needs, personality, pressures and communicative style of the CEO, employing a mix of quantitative and qualitative data in making a business case and being able to construct a compelling argument for human capital investments.

David Aker

Senior Vice President

Human Resources (Retired)

Unisys

Synchronizing Human Capital Management with the Business

General Session E: 1:30 - 2:30 pm

Alignment of human resources services with the business is a given. Still there are cases where the misalignment and lack of synchronization between line and staff cost a company dearly. Noel, formerly Director, HR Strategy and Metrics, at Motorola has long been a champion of quantitative analysis. In this session he will provide the rationale for such analysis along with examples when it worked, when it didn't and why it didn't. Examples to be discussed include:

- Are your business and hiring cycles in sync?
- Where does your HR dollar go? Is it where the business thinks it should be going?
- Are the cultural capabilities you desire reflected in your HR programs and practices?
- Is your leadership assessment and development working? Are you sure?
- What is your engagement survey really telling you?

Noel Hannon

Principal

Hannon Associates

Director, HR Strategy and Metrics - Motorola (Retired)

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Afternoon Refreshment Break: 2:30 – 3 pm

Panel: Applications of Decision Science and Technology

General Session F: 3 - 4:15 pm

Panel will be composed of senior level representatives of vendors specializing in advanced applications of decision science and workforce analytic tools. Not a software demonstration but rather a discussion of the pros and cons, applications, pitfalls and commitment requirements for applying science and technology tools.

Moderator

Row Henson

Oracle HCM Fellow

Oracle

Panelists

Christian Lycan

Strategy, Human Capital

SAS Institute

David Scarborough

Chief Scientist

Unicru

Yves Lermusiaux

President

Taleo Research

Brian Kelly

Managing Director

DoubleStar

Beyond Benchmarking

General Session G: 4:15 - 5:15 pm

After metrics and benchmarking, then what? Focusing benchmarking only on internal operations diminishes its value. Many companies have gone beyond such benchmarking to apply balanced scorecards, correlate employee satisfaction with customer satisfaction and resulting sales, and measuring the value added of specific human capital investments. The strategic application of workforce analytics is the next step in the evolution of human capital investment management.

Andy Suh

Director, HR Workforce Analysis

CapitalOne

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Human Capital Metrics Conference

Wednesday, February 15, 2006

Continental Breakfast: 7:30 - 8:30 am

Welcome: 8:30 - 8:45 am

Strategic Staffing – Winning the Talent War

General Session H: 8:45 - 9:45 am

Staffing is more than filling jobs. The strategic view is both short and long term. Most importantly, it focuses on attracting, developing and retaining the best talent available. To accomplish this, the human resources function must operate as a single unit: staffing, compensation, employee relations and development all having the same view of the goal, which is to generate shareholder value through human capital investments. The goal must have quantitatively measurable objectives that are tied directly to the strategic initiatives of the company. How to achieve this complex arrangement is the take away of this session.

Jack Phillips
Chairman
ROI Institute

Employee Loyalty: Why People Join, Stay and Leave

General Session I: 9:45 - 10:30 am

It is common for folklore to dictate how management deals with a tradition problem such as employee turnover. Often out of date, half baked, short term fixes are thrown at a problem. The ensuing result is, not surprisingly, ineffective. Bob Coon carried out benchmark and survey research that revealed the different reasons why various levels of employees joined, stayed and left the company. You will be surprised to learn what happened.

- One size doesn't fill all
- Different strokes for different folks
- How priorities change once they are on board
- What can be done to manage retention

Robert Coon
Vice President, Human Resources
Menlo Worldwide

Morning Refreshment Break: 10:30 - 10:45 am

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Recognition Programs Pay Off

General Session J: 10:45 - 11:30 am

Recognition efforts are often treated like a water faucet. One day they are on and the next day they are off. Chester will describe in a light hearted, entertaining and provocative manner what an effective recognition program looks like. His *A Carrot a Day* book offers 365 examples of how to recognize, stimulate and maintain high performance.

- How to build an effective recognition culture
- How to apply recognition processes
- Getting managers to recognize performance consistently and fairly
- Measuring recognition's financial payoff

Chester Elton

Co-author: *The 24 Carrot Manager*

Panel on Employee Retention and Performance

General Session K: 11:30 am - 12:30 pm

Sustained high levels of performance demand a skilled, motivated and loyal workforce. The experts on the panel will describe how they and their clients have used survey and benchmark data to analyze and solve employee turnover problems.

Moderator

Jesse Harriott, Ph.D.

Director of Research
Monster Worldwide

Panelists

Joni Thomas Doolin

Founder & President
People Report

David Russo

Chief People Officer
PeopleClick

Adam Lloyd

President
Bertucci's

Tamar Elkeles

Vice President, Learning & Development
QUALCOMM

Conclusions and Applications – Jac Fitz-enz

12:30 - 12:45 pm

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Registration Form

Online www.conference-board.org/hcmetrics.htm

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8 am to 6 pm ET Monday through Friday

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Full refund until three weeks before the meeting.
\$250 administration fee up to two weeks before the meeting.
No refund later than two weeks before the meeting.
Confirmed registrants who fail to attend and do not cancel prior to the meeting will be charged the entire registration fee.

Team Discounts per person

For a team of two or more registering *from the same company at the same time*, take another \$100 off each person's registration.

Hotel Accommodations

Fees do not include hotel accommodations. For reservations, contact the hotel directly no later than the cut-off date and mention The Conference Board's Human Capital Metrics: Beyond Benchmarking Conference.

Marriott East Side
525 Lexington Avenue
New York, NY 10017
Tel: 212 755 4000
Fax: 212 980 6175

Hotel Reservations Cut-off Date: January 19, 2006

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Marriott East Side
New York, NY

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