Center for Effective Organizations
Since its founding in 1979, the Center for Effective Organizations (CEO), at USC’s Marshall School of Business, has been at the forefront of research on a broad range of organizational effectiveness issues. CEO’s mission is to bring together faculty and executives to jointly research critical organizational issues that involve the design and management of complex organizations. Its leading-edge research in the areas of organizational effectiveness and design has earned it an international reputation for research that influences management practice and makes important contributions to academic research and theory.

CEO works with companies to research and develop new knowledge on organizational effectiveness issues such as organizational development, organizational learning and change, leadership development, strategic human capital management, reward systems, performance management, human capital management, employee involvement, team designs and virtual work, corporate governance, and organization design. By actively involving companies as research partners, CEO’s research yields practical, theory-based knowledge that enables companies to design and implement changes that improve their effectiveness and competitiveness. CEO’s research is the foundation for its educational and certificate programs.

Certificate in Human Capital and Effective Organizations
The Center for Effective Organizations (CEO) offers a certificate program in Human Capital and Effective Organizations. The program is aimed at mid-level, high-potential HR executives and includes an integrated curriculum that focuses on vital competencies for those aspiring to careers in strategic HR. CEO seminars such as HR Metrics and Analytics count toward credit for the certificate.

CEO seminar faculty are recognized global thought leaders in the areas of organizational effectiveness and design, HR strategic excellence, leadership, talent management, and measurement and analytics. Their seminars draw on extensive field research and the practical application of these research findings in many of today's leading companies. CEO's certificate program offers participants a useful perspective and the expertise and knowledge gained from over 25 years of CEO’s research. Corporate ‘best practices’ and real-life experiences from company presenters are incorporated into the program.

The HR Metrics and Analytics seminar fulfills one of the requirements for CEO’s Certificate in Human Capital and Effective Organizations. For more information about the certificate, please call CEO at (213) 740-9814 or visit our web site, http://ceo-marshall.usc.edu/hceo.

http://ceo-marshall.usc.edu
Approaching HR measurement as a catalyst for strategic change
This three-day event provides opportunities for HR professionals to learn how to implement and enhance HR measurement in their organizations.

The seminar approaches HR measurement as a catalyst for strategic change. The principles of this approach will be developed through interactive sessions with CEO faculty and through best practices from leading companies. Participants will have opportunities to engage with applications, diagnostic tools, and specific logic frameworks applied to actual cases.

Our approach to Human Resource Metrics and Analytics reflects principles such as:

- The strategic potential of human capital for sustained competitive success
- HR measures must drive significant and strategically aligned change
- HR measurement must support decisions through an integrated combination of logic, analytics, measures and process (LAMP)
- HR organizations achieve enhanced business and strategic relevance through measuring the connection between human resource programs, decisions and strategic outcomes
- Sophisticated scorecards and databases are useful—but not enough
- Integration makes HR measurement a true foundation of organization effectiveness
This program is unique because it not only shows participants how to develop and enhance their HR measurement technology, but how to go further, providing the skills to integrate strategic logic, change processes, and savvy analysis.

This framework and the Talentship decision science are the focus of John Boudreau and Pete Ramstad’s recent book, Beyond HR, published by Harvard Business School Press. It is based on 10 years of research, application, and work with leading organizations. In addition, some of the applications in this seminar will reflect the ideas in a new book (forthcoming in 2008) by Wayne F. Cascio and John Boudreau called Investing in People, published by Prentice Hall.

Workshop Format
The workshop will be highly interactive and designed for participant learning. CEO research scientists will present principles and tools for better HR measurement, as well as company best practices that illustrate the use of these principles and tools. Participants will have opportunities to apply the tools to their own issues in interactive sessions.

Who Should Attend
HR leaders who are developing or enhancing human resource measurement and data systems, including scorecards, dashboards, HRIS and HR data analysis tools. This seminar is also appropriate for HR leaders who oversee HR research and data analysis teams, and those who anticipate implementing or developing HR measurement systems in the future.

Benefits of the Program
Participants will gain the skills needed to:
- Map their HR measures against the HC BRidge® human capital decision framework
- Identify specific measurement improvement opportunities
- Diagnose financial and operational measures to discover where human capital can have the greatest effect
- Apply practical analytic methods to understand the messages in their data
- Develop an analytics competency profile for HR and business leaders
- Integrate measures within a process that uses HR metrics to create action
The Talent Decision Science and Implications for Measurement

Beyond the Numbers: Measures In a Strategic Change System

Mapping the Strategic Contribution of Your Own Measures

Examples and Applications of HR Metrics That Drive Decisions

Talentship is the decision science for talent and how it is organized. The powerful measures of the finance, marketing and operations “decision sciences” evolved in predictable ways. The lessons from these other disciplines show how HR measurement must evolve to achieve significant influence. The key is that HR measures must enhance decisions about the organization’s human capital. Those decisions occur not only within the HR function, but significantly beyond the HR function. Talentship decision science is based on over 10 years of research, and is the topic of Beyond HR: The New Science of Human Capital, from Harvard Business School Press. Its authors, John Boudreau and Pete Ramstad, have been featured in the Harvard Business Review, Human Resource Management Journal, and Human Resource Planning Journal.

Driving Organizational Change: Connecting HR Metrics and Analytics with Action

Starting with the assumption that data and analytics are insufficient to change behavior, Sue Mohrman will discuss methods for embedding HR measures and analysis in an effective organization change and knowledge-management process. Drawing on cases from health care, professional services, and technology firms, she will provide a guiding framework and tools for bridging the gap between data and information and the behavior of the firm.

CASE STUDY: PricewaterhouseCoopers

Over the past four years, PricewaterhouseCoopers has used metrics and analytics to gain deep insights into the drivers of attraction, retention, motivation, and productivity for critical talent pools. Scott Stevenson will detail how the firm’s approach to measurement has evolved and become an integral tool for diagnosing, designing and implementing change that has true strategic impact.
Strategic Application of Metrics and Analytics
Alec Levenson will show how HR can improve its measurement efforts from both high-level strategic and process-oriented perspectives that move the needle from efficiency to effectiveness and impact. The session will feature examples from PricewaterhouseCoopers and other organizations that have used measurement tools to improve data-based decision making. Participants will have an opportunity to work with a framework that increases the focus of metrics and analytics initiatives on measurable outcomes that can be linked to the bottom line.

CASE STUDY: Frito-Lay
Frito-Lay uses a wide range of analysis and measurement approaches to identify the factors underlying organizational performance. Kim Warmbier will present the results of ongoing work with Alec Levenson and other Center research scientists that examines how measuring the pivot-points in talent performance reveals untapped potential returns from HR investments and decisions.

Bringing the Ideas to Life in Your Organization
Alec Levenson and John Boudreau will facilitate a series of exercises and discussions to encourage seminar participants to identify the most fruitful approaches to HR measurement and analysis in their organizations that can make the biggest strategic impact. John Boudreau will illustrate through examples of specific methods for calculating the costs and payoffs from HR investments, based on his new forthcoming book with Wayne Cascio.

Conclusion
John W. Boudreau, Ph.D., is a Professor of Management and Organization, and Research Director of the Center for Effective Organizations (CEO) at the Marshall School of Business, University of Southern California. He is recognized worldwide for breakthrough research on the bridge between superior human capital, talent, and sustainable competitive advantage. Dr. Boudreau consults with companies that seek to maximize their employees’ effectiveness by quantifying the strategic bottom-line impact of superior people and human capital strategies, including Bristol-Myers Squibb, Capital One, Citigroup, Corning, Dell, GE, Hartford Insurance Group, Mattel, Microsoft, Shell International, the United States Navy, and Williams-Sonoma. He is an invited instructor in executive programs at IMD, Wharton, General Electric, UCLA, and Cornell University. Dr. Boudreau was a Cornell University professor for over 20 years. A Fellow and Trustee of the National Academy of Human Resources, he has published more than 50 research articles and books, translated into Chinese, Czech, and Spanish. His work has been featured in Harvard Business Review, The Wall Street Journal, Fortune, and Business Week.
Alec Levenson is a Research Scientist at the Center for Effective Organizations in the Marshall School of Business, University of Southern California. His research focuses on the economics of human resources and organization design; HR and human capital metrics, analytics, and return on investment; and strategy. Topics include estimating the strategic and financial impact of HR and human capital; building analytic capabilities within the HR function; measuring the economic value of human capital gained on the job; aligning competency systems with strategic and bottom-line objectives; measuring and maximizing the economic value of leadership development, including executive coaching; measuring the return on investment to globally distributed software development; how companies manage for success in times of adversity; and contingent work. He works with companies to improve the quality of human capital analytics and increase the efficacy of HR programs and practices, including Booz Allen Hamilton, Capital One, Cisco Systems, Frito-Lay, Motorola, Nestle, Pfizer, PricewaterhouseCoopers, Royal Bank of Canada, and Sun Microsystems. His research has been published in numerous academic journals, and has been featured in media outlets such as The Wall Street Journal, CNN, The Economist, National Public Radio, and Fox News.

Susan Mohrman is a Senior Research Scientist at the Center for Effective Organizations in the Marshall School of Business, University of Southern California. Her research and consulting pertain to innovative forms of organization, team-based organizations, organizational change and learning with emphasis on the implementation of new designs, knowledge creation, and organizational design processes. Her books include Achieving Strategic Excellence: An Assessment of Human Resource Organizations (with Edward Lawler and John Boudreau). She has served on the Board and been a knowledge partner to the Human Resource Planning Society.
Scott Stevenson, Director, PricewaterhouseCoopers, has over 14 years of experience in the development and execution of people strategies, HR operations, process improvement and change management within PwC. In addition to his HR managerial responsibilities, Scott has been an innovative leader of the Firm’s people strategy. Scott’s expertise in transforming the role of the HR professional, developing high-performing business teams, and integrating systems and processes to align with strategy have been crucial to the development of a high performing culture. Scott’s most recent focus has been on the development and execution of the Firm’s People Strategy, the development and implementation of a new business model for the 13,000 person US Assurance practice, the reorganization of the Assurance leadership and reporting structure, and the redesign of the HR Generalist role for the Assurance practice including the direct assessment of HR skills and HR curriculum redesign and delivery.

Kim Warmbier is the HR Vice President for Frito-Lay Sales and the PepsiCo Customer Teams (who support all 5 North America PepsiCo divisions—Frito-Lay, Quaker, Tropicana, Gatorade, and Pepsi-Cola North America). In this role, she is a strategic business partner and HR leader for a population of over 26,000 PepsiCo Sales personnel who deliver business revenues of over $20 billion.

Kim has been with Frito-Lay for nearly 20 years, supporting every business unit in the organization. She spent her first 13 years in several locations in the field in Operations and Sales HR roles and has been at Frito-Lay HQ for the last 6 years. In addition, she spent nearly 3 years in a cross-functional project role supporting Operations where she led a $32 million productivity initiative across 10 plants which earned her an award from Operations.

Kim is known for her outstanding business knowledge, integrity, and passion for the people side of the business. As such, she has received the PepsiCo “Great Place to Work” award for her organizational impact as well as the Frito-Lay “Roger King Lifetime Achievement Award for Outstanding HR Excellence.”
**DAY 1  Wednesday, February 27, 2008**

8:00 am  Continental Breakfast

8:30-12:00
- **The Talent Decision Science and Implications for Measurement**
- **Beyond the Numbers: Measures In a Strategic Change System**
  *John Boudreau, Center for Effective Organizations*
  with a break at 10 am

12:00-1:30  Lunch

1:30-5:00
- **Mapping the Strategic Contribution of Your Own Measures**
- **Examples and Applications of HR Metrics That Drive Decisions**
  *John Boudreau, Center for Effective Organizations*
  with a break at 3 pm

5:30  Cocktails

6:00  Dinner

**DAY 2  Thursday, February 28, 2008**

8:00 am  Continental Breakfast

8:30-12:00
- **Driving Organizational Change: Connecting HR Metrics and Analytics with Action**
  *Sue Mohrman, Center for Effective Organizations*
  *Scott Stevenson, PricewaterhouseCoopers*
  with a break at 10 am

12:00-1:30  Lunch

1:30-5:00
- **Strategic Application of Metrics and Analytics**
  *Alec Levenson, Center for Effective Organizations*
  *Scott Stevenson, PricewaterhouseCoopers*
  with a break at 3 pm

**DAY 3  Friday, February 29, 2008**

8:00 am  Continental Breakfast

8:30-12:00
- **Case Study**
  *Kim Warmbier, Frito-Lay*
  *Alec Levenson, Center for Effective Organizations*

  - **Bringing the Ideas to Life in Your Organization**
    *John Boudreau, Center for Effective Organizations*
    *Alec Levenson, Center for Effective Organizations*
    with a break at 10 am

12:00-1:30  Lunch

1:30-3:00  Conclusion and Wrap-up
Registrations will be accepted in order of receipt. Space is limited. To register, complete and return the enclosed registration form. You may fax your registration in advance and send the original with your check.

Cancellations on or before February 5, 2008 will result in a cancellation fee of $200; after that time 50% of the fee will be refunded.

**Registration Fee**

- $2,450 per person / CEO Sponsor Companies
- $3,150 per person / Non-Sponsor Companies

*(See page 12 for sponsor list)*

Payment in advance is required. Checks should be made payable to the University of Southern California. We accept Visa, MasterCard, and Discover Card (sorry, the University does not allow us to accept American Express). Please complete and sign the credit card payment section on the registration form.

**Location/Schedule**

We will meet at the Manhattan Beach Marriott, 1400 Parkview Avenue, Manhattan Beach, CA 90266. Phone: (310) 546-7511; Fax: (310) 546-7520. Continental breakfast and lunch will be served each day. There is a cocktail reception and dinner on Wednesday, February 27.

Registration Deadline: February 5, 2008
Hotel Reservations

Hotel reservation deadline: February 5, 2008

Hotel reservations should be made by the participant. A block of rooms has been reserved at the Manhattan Beach Marriott at a special rate of $190/single per night. In order to receive this special rate, you must mention CEO/USC. These rooms are available on a first-come, first-served basis until all rooms in the block have been reserved or until the reservation deadline of February 5, 2008. Room accommodations booked after the deadline or outside of the block are subject to hotel availability and prevailing rates.

Reservations can be made by calling hotel reservations at (800) 228-9290 or (310) 546-7511. The Manhattan Beach Marriott is located near the beautiful Pacific Coastline and features its own golf course. The hotel is approximately 10 minutes from Los Angeles International Airport (LAX).

Airport Shuttle/Taxi

Cab fare from Los Angeles International Airport (LAX) to the hotel is approximately $20 one way. Shuttle cost is approximately $13 one way. Upon arriving at LAX, claim your luggage and step outside to the orange “Shared Ride Vans” sign at the shuttle stop. The van service representatives at the stop will assist you.

Although advance shuttle reservations are not necessary, they are available. For Prime Time Shuttle information and reservations, call (800) 733-8267 or visit their website at www.primetimeshuttle.com. For SuperShuttle information and reservations, call (800) 258-3826 or visit their website at www.supershuttle.com.

Parking

Parking is available at the Manhattan Beach Marriott at a special rate of $13 per day for self-parking and $18 per day for valet parking.

Attire

Dress for the conference is casual and comfortable.

For More Information

Contact Arienne McCracken at (213) 740-9814 or by email at amccracken@marshall.usc.edu
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Sponsor list is subject to change.
Registration Deadline: February 5, 2008

Registration Fee
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(See page 12 for sponsor list)

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Please complete the following information:
☐ I will / will not ☐ attend the cocktail/dinner reception on February 27.

Please select one: I prefer: ☐ Beef ☐ Chicken/Fish ☐ Vegetarian

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Center for Effective Organizations
Los Angeles, CA  90089-0871
Attn: HR Metrics and Analytics
Phone: (213) 740-9814  Fax: (213) 740-4354

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HR Metrics and Analytics
Driving Strategic Organizational Change
February 27-29, 2008

John Boudreau, Alec Levenson, Susan Mohrman, Scott Stevenson, Kim Warmbier

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