Building a Talent Pipeline

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Senior Vice President,
Executive Editor
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Assistance

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Send In Your Questions!

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• Simply type in your question and click send.
## 2014 DiversityInc Top 50 Companies for Diversity

<table>
<thead>
<tr>
<th>Rank</th>
<th>Company Name</th>
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<tr>
<td>1.</td>
<td>Novartis Pharmaceuticals Corporation</td>
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<td>Kraft Foods Group</td>
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<td>Allstate Insurance Company</td>
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<td>Toyota Motor North America</td>
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Best Practices: Recruitment

• Source young talent based on available talent pool (PwC)
  • College Relationships/School Mentoring
• Use Social Media/Train Recruiters (ADP, MasterCard)
• Diverse Slates – Internal & External (BASF)
• Ensure Cultural Fit On-Boarding (Wells Fargo)
Inclusive Recruitment Practices From Top 50

• Don’t assume diversity and inclusion means just hiring based on race/ethnicity and gender (measurable demographics)
• Ensure website, social media reflect inclusiveness for ALL groups, including LGBT people, people with disabilities, workers of all ages
• Develop strong relationships with non-profits associated with LGBT and disability communities
Internal Pipeline Top 50 Best Practices

• Have formal succession planning for diversity
• Mandatory diverse slates for all positions, even if time to fill is delayed (BASF)
• Assess retention gaps for specific demographics (Prudential)
• Use resource groups to find and develop future leaders (AT&T)
• Ensure senior execs are mentors/sponsors and have cultural-awareness training (Deloitte)
• Link cross-cultural mentoring/sponsorship to performance reviews, compensation (Sodexo)
Best Practices: Retention

• Workplace flexibility key for younger, older workers
• Special talent-development programs for high potentials, especially from under-represented groups
  • Emerging Leaders, IMPACT Mentoring, Sodexo
  • Next Gen (EY)
• Succession Planning includes diversity (Kaiser Permanente)
• Visible connections for mentors, sponsors

Cost of replacement = 2x employee salary (SHRM)
Top 50 Best Practice: Mentoring Participation

Managers in Mentoring

- 2008 DiversityInc Top 50: 31.9%
- 2014 DiversityInc Top 50: 35.1%
- 2014 DiversityInc Top 10: 53.4%
Best Practices for Mentoring

- Start with small pilot group
- Senior executives are cross-cultural mentors
- Cultural-awareness training for mentors
- Monitor pairs and measure success – engagement, retention, promotions
- Publicize internally benefits of participation

See http://bestpractices.diversityinc.com/topic/mentoring-sponsorship/
Result: More Management Diversity

Blacks, Latinos and Asians

*Equal Employment Opportunity Commission
Result: More Management Diversity

Women

*Equal Employment Opportunity Commission
Top 50 Best Practice: Succession Planning

- Early Talent Identification
- External Recruiting
- Goal Setting
- “Stay” Interviews – Find Obstacles to Retention

Case Study: AT&T has conversations earlier with women to avoid turnover

Meeting in a Box: Succession Planning
How Do You Hold On to Mid-Career Women
2015 Web Seminar Schedule

- February 3 – Black History Month Cultural Competency
- February 25 – Employee Resource Groups
- March 3 – Women’s History Month Cultural Competency
- March 17 – Global Diversity
- April 14 – Equitable Talent Development/Succession Planning
- May 5 – Asian-Pacific Heritage Month Cultural Competency
- May 19 – CEO Commitment
- June 9 – LGBT Pride Month Cultural Competency
- June 23 – DiversityInc Top 50 Best Practices
- July 21 – Supplier Diversity
- Sept. 8 – Hispanic Heritage Month Cultural Competency

Please contact customer service at webseminars@diversityinc.com
Novartis Pharmaceuticals Corporation

Building a Talent Pipeline:
A New Paradigm Supporting Business Success

Caryn Parlavecchio
Vice President & Head of HR, NPC and US HR Country Head

Sylvia Shubert
Brand Director, Inflammatory Diseases Immunology & Dermatology Business Unit

January 27, 2015
Today’s Discussion

- About Novartis Pharmaceuticals Corporation (NPC)
- NPC’s Diversity & Inclusion Talent Strategy
- D&I Strategy in Action
- What’s Next – Opportunities for 2015 and Beyond
About Novartis Pharmaceuticals Corporation (NPC)

- U.S. affiliate of Basel, Switzerland-based Novartis AG, and the headquarters of the pharmaceuticals division
- Mission is to improve people’s lives by pioneering novel healthcare solutions, reflecting unique products and services to support patients in a number of disease states
- Access to medicines is a central tenet of our company, and we offer assistance to patients experiencing financial hardship, enabling them to better manage their healthcare
- Proud to be ranked #1 on the 2014 DiversityInc List of “Top 50 Companies for Diversity” – and honored to receive the 2014 DiversityInc Special Award for Diversity Progress
Business Case for Change: Dynamic Healthcare Environment with D&I as a Key Driver
Renewed Focus on Attracting, Developing & Retaining The Best Talent Reflective of Our Markets

Areas of Focus

Aspirational Workforce Goals
Recruitment
Onboarding
Development

Key Tactics

Enhanced Diversity Recruitment Efforts to Source Talent
Onboarding Excellence Reflecting NPC’s Commitment to D&I
Key Performance Indicators (KPIs) to Monitor Results and Drive Accountability
Improved HR, Talent Management and Succession Planning Processes
Initiatives to Enhance Inclusive Behaviors & Cultural Competence

Desired Outcome

A diverse, inclusive, culturally competent workforce
Successes to Date: Excellence in Recruitment, Onboarding & Key Performance Indicators (KPIs)

- Enhanced Diversity Recruitment Efforts to Source Talent
- Onboarding Excellence Reflecting NPC’s Commitment to D&I
- Key Performance Indicators (KPIs) to Monitor Results and Drive Accountability
- Improved HR, Talent Management and Succession Planning Processes
- Initiatives to Enhance Inclusive Behaviors & Cultural Competence
Diversity & Inclusion Strategy in Action:
Two Recruitment Excellence Success Stories

**Goal:** Build Diverse, Inclusive Engaged Dermatology Field Force

- High-Performing Team Sessions for Sales Managers/Marketing Team
- Unconscious Bias Training for Hiring Managers
- Diverse Interviewer Panels
- Comprehensive Sourcing Strategy (Diversity & Industry Specific Sourcing)
- D&I Embedded in Staffing Processes
- Leveraged ERGs & Employee Referral Program
- Enhanced Onboarding Experience

**Award Winning!**
Novartis Global D&I Practices “Adopt & Adapt”
NPC GenMeds Business Excellence

**Goal:** Enhance Diversity of Patient & Specialty Services Team

- Personal Touch Using Social Media (Hiring Information on LinkedIn)
- Technology Savvy Interviewing Processes (Video/Live)
- Robust Interview Cadence and Daily Stakeholder Tracking Calls

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What’s Ahead: Continued Progress on All Key Tactics With Increased Focus on HR Processes & Inclusive Culture

- Enhanced Diversity Recruitment Efforts to Source Talent
- Onboarding Excellence Reflecting NPC’s Commitment to D&I
- Key Performance Indicators (KPIs) to Monitor Results and Drive Accountability
- Improved HR, Talent Management and Succession Planning Processes
- Initiatives to Enhance Inclusive Behaviors & Cultural Competence

RPO Recruitment Process Outsource Model
D&I Sourcing Strategist
Focused Outreach Social Media Partnerships
OPERATION VETS Valuing Experience & Talent for Success

BestSTART
Employee Resource Groups

D&I Sourcing Strategist
Talking Talent

OTR Organizational Talent Review
TMS 3.0

FLEXCONNECT Innovative Ways Working
elevating Dialogue
Mary Ann Barnes, RN, MSN
President, Hawaii Region
Kaiser Permanente

DiversityInc Webinar  January 27, 2015
Agenda

- My journey
  - Background/Education
  - Importance of Personal Mission & Purpose
  - Importance of Leading on Talent Management
- Kaiser Permanente’s Diversity and Inclusion Story
KP’s Diversity and Inclusion History

1946
1951
1964
1972
1977
1987
Early 90s
1991
1997
2005
2007
2008
2011
2013

Beatrice Lei, MD, became KP’s first Asian American woman physician.

Wendell Lipscomb, MD, became KP’s first African American physician intern.

Passage of the Civil Rights Act of 1964 – Title VII.

EEO/AA Class Action Lawsuit.

First Annual National Diversity Conference


Foundation of the National Diversity Council.

The first National Diversity Agenda is approved by KP’s Board of Directors.

Establishment of the National Diversity Office.

Establishment of KP’s Martin Luther King (MLK) Day of Volunteerism, “A Day On, Not a Day Off”.

KPPG & KFHP/H Board of Directors committed Kaiser Permanente to being leader in eliminating disparities in health and health care.

Chief Diversity Officer Direct Alignment to CEO.

Launch of Health Equity Summit: Commitment to close two identified disparities.

Refreshed the National Diversity Strategy and Agenda from three pillars to four, to include Supplier Diversity and Community Partnership.

Hiring of first physician Chief Diversity & Inclusion Officer; Under his leadership, added the term “Inclusion” to department name; Supplier Diversity Billion Dollar Goal Achieved.
**Succession Management Overview**

Business Process to Fill Leadership Roles with Qualified Talent

**Business Strategy & Context**

**INPUT**
- Business Forecast for Key Roles

**STEP 1**
- Talent Assessment
  - Leadership Capability
  - Potential

**STEP 2**
- Talent Calibration
  - 2nd Level Mgr. Review
  - Management Team Discussion

**STEP 3**
- Talent Development
  - Development Execution
  - Progress Accountability

**OUTCOME**
- Management/Leadership Roles Filled with Highly Qualified, Diverse Talent

**Feedback Loop with Employee**
Accountability for Succession Management

CEO and CHRO accountable for enterprise succession management.

Functional Leaders accountable for building leadership bench and supporting enterprise success. Functional and Regional Leaders collaborate to identify, develop, and deploy talent across enterprise.

Vision Statement
Leaders with extraordinary capability and values who reflect the diversity of the 21st Century.
Gen Y (born between 1981-2000) is the largest living generation in the US

Gen Y comprises a large portion of KP’s workforce and membership

Mission:
Provide energizing cross-organizational collaboration, professional development, and powerful networks to inspire and empower KP employees.

Vision:
To be a multi-generational talent community that drives Kaiser Permanente’s into the next generation of healthcare by attracting, engaging, and retaining our future professionals and leaders.

What’s next:
To make KP the market leader and employer of choice for this demographic, KP is launching an enterprise Millennial Strategy to create a concerted approach towards the consumer, employee, and member.

To learn more:
Visit: www.genkp.com
Thank You for Attending the Web Seminar

• You will receive a follow-up e-mail from us containing the link to download this presentation for future reference

• The presentation will be available approximately 72 hours after this event

• Questions? Call (973) 494-0506