

Building a Talent Pipeline

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Assistance

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Thank you!



Send In Your Questions!

- You may submit your questions via the web by using the text chat box on your screen.
- Simply type in your question and click send.

2014 DiversityInc Top 50 Companies for Diversity

- | | | |
|--|-----------------------------|--------------------------------|
| 1. Novartis Pharmaceuticals Corporation | 18. Cox Communications | 36. TIAA-CREF |
| 2. Sodexo | 19. Aetna | 37. Allstate Insurance Company |
| 3. EY | 20. General Mills | 38. Toyota Motor North America |
| 4. Kaiser Permanente | 21. KPMG | 39. Wyndham Worldwide |
| 5. PricewaterhouseCoopers | 22. Target | 40. Rockwell Collins |
| 6. MasterCard Worldwide | 23. IBM | 41. Medtronic |
| 7. Procter & Gamble | 24. ADP | 42. Time Warner |
| 8. Prudential Financial | 25. New York Life | 43. Verizon Communications |
| 9. Johnson & Johnson | 26. BASF | 44. Comcast |
| 10. AT&T | 27. Eli Lilly and Company | 45. TD Bank |
| 11. Deloitte | 28. Northrop Grumman | 46. Monsanto |
| 12. Accenture | 29. WellPoint | 47. KeyCorp |
| 13. Abbott | 30. Colgate-Palmolive | 48. JCPenney |
| 14. Merck & Co. | 31. Kellogg Company | 49. AbbVie |
| 15. Cummins | 32. Dell | 50. Nielsen |
| 16. Marriott International | 33. The Coca-Cola Company | |
| 17. Wells Fargo | 34. The Walt Disney Company | |
| | 35. Kraft Foods Group | |



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)

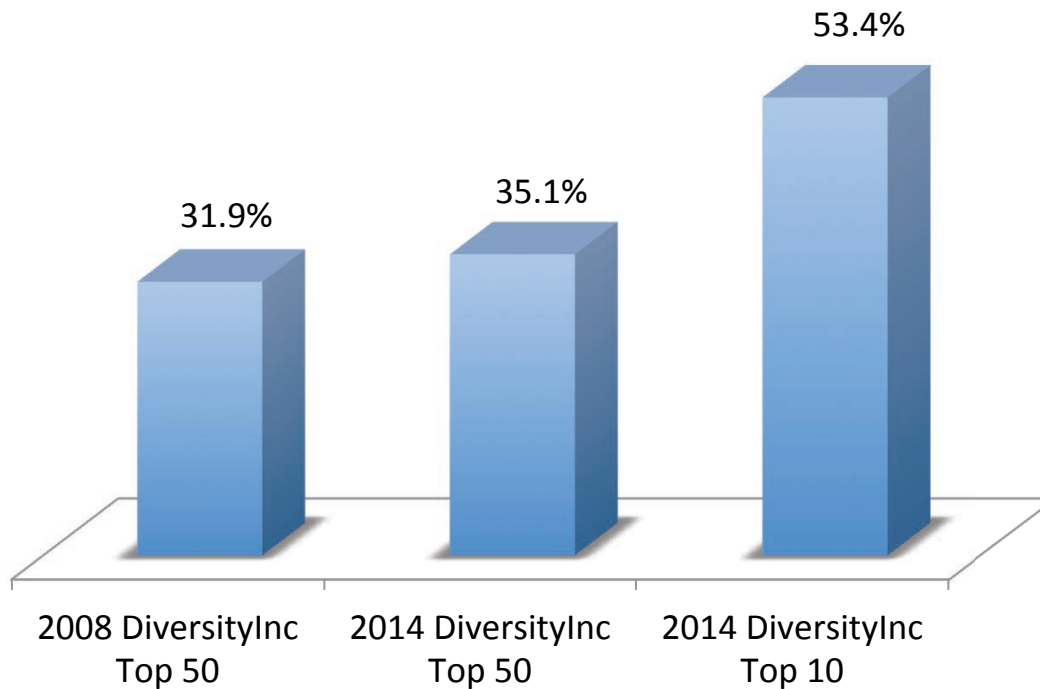
Best Practices: Retention

- 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



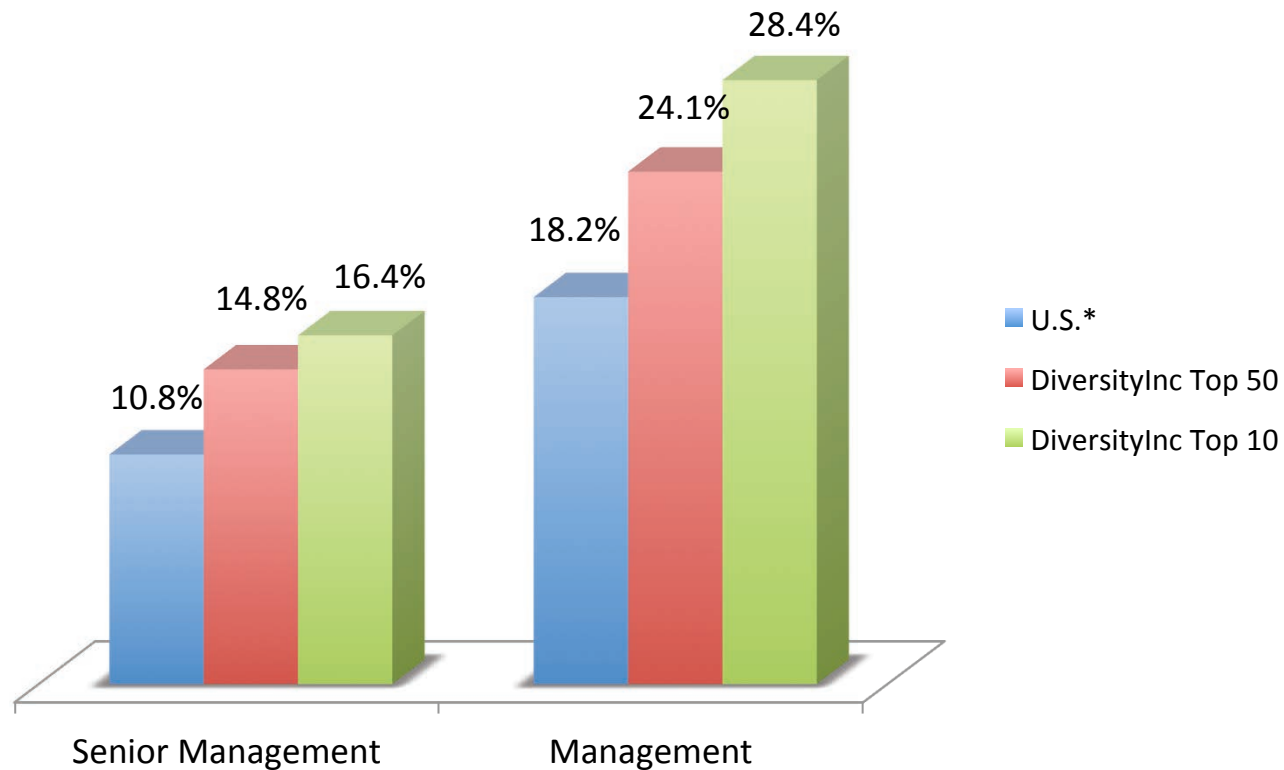
Best Practices for Mentoring

- 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

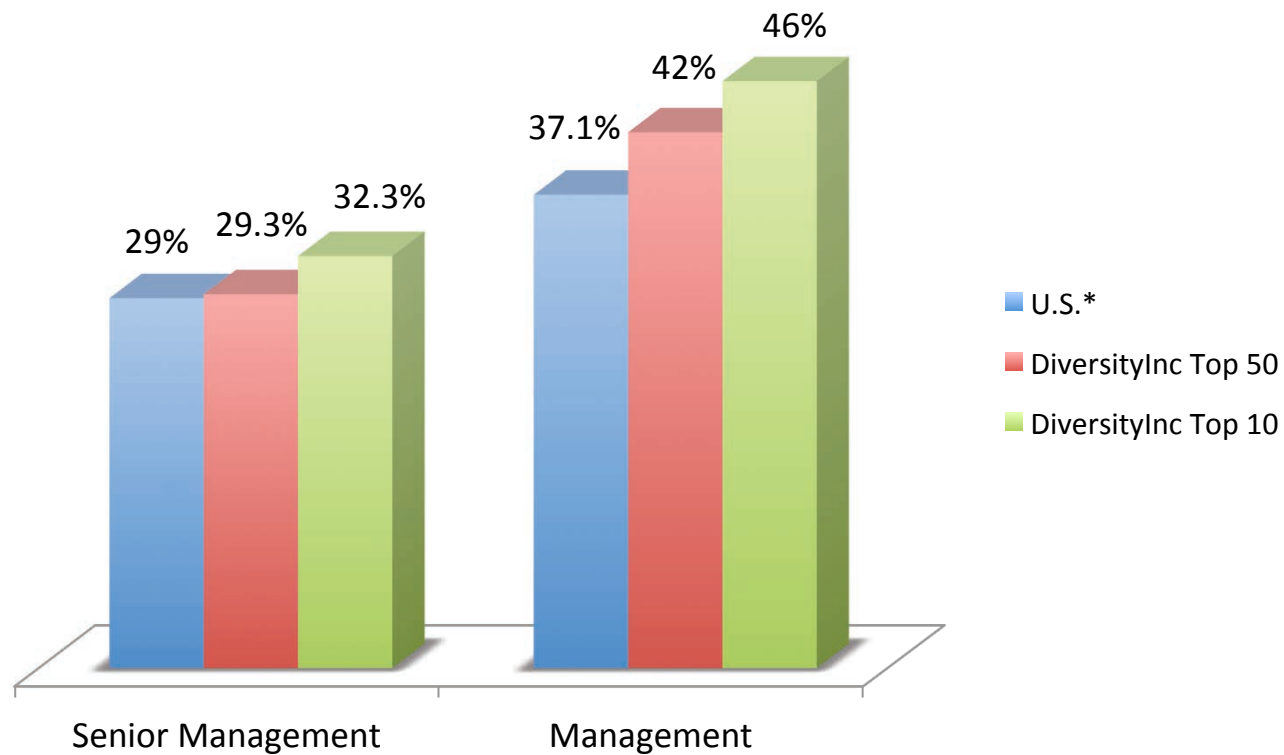
Blacks, Latinos and Asians



*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)

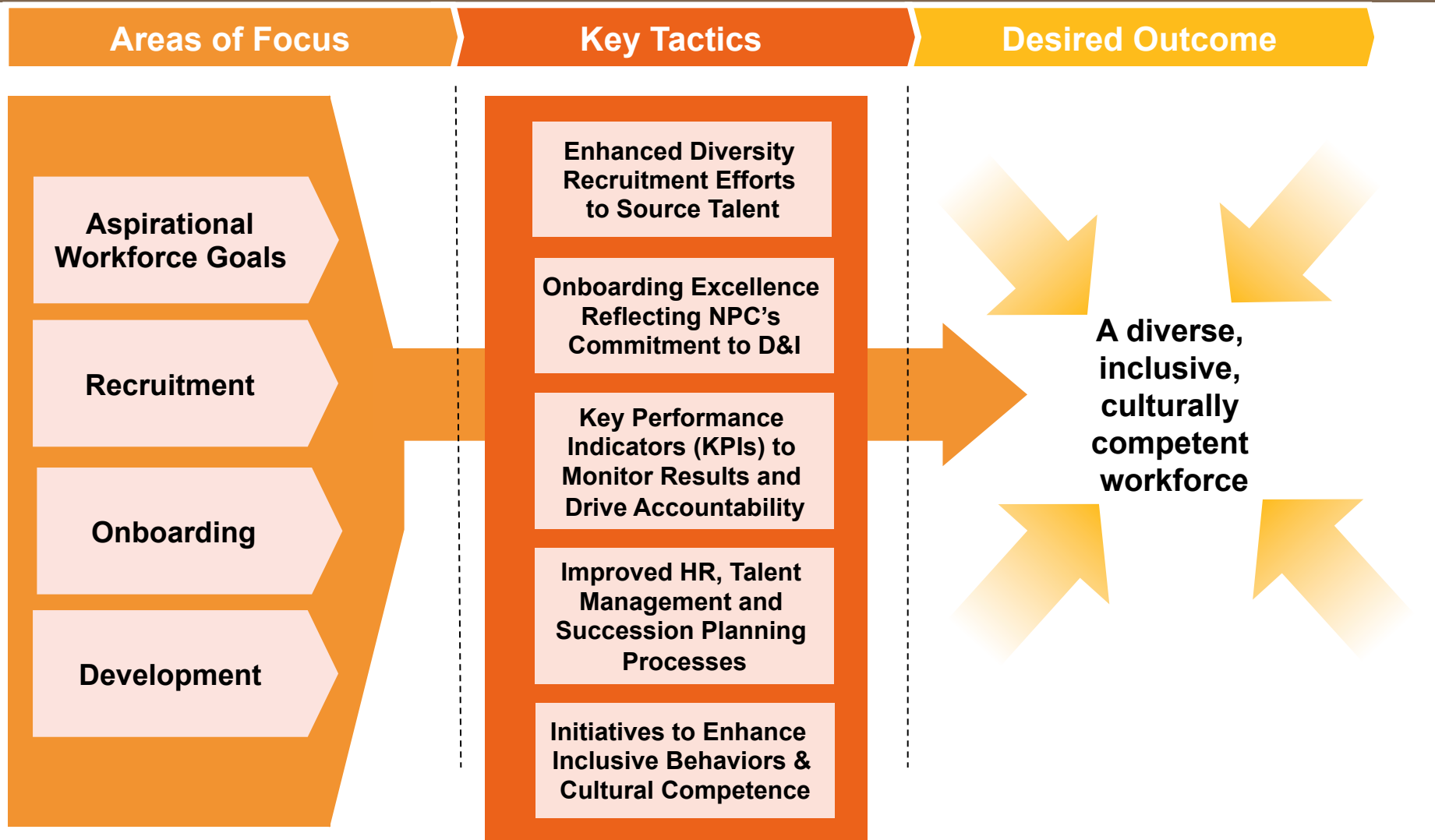
- U.S. affiliate of Basel, Switzerland-based Novartis AG, and the headquarters of the pharmaceuticals division
- Mission is to improve people's lives by pioneering novel healthcare solutions, reflecting unique products and services to support patients in a number of disease states
- Access to medicines 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



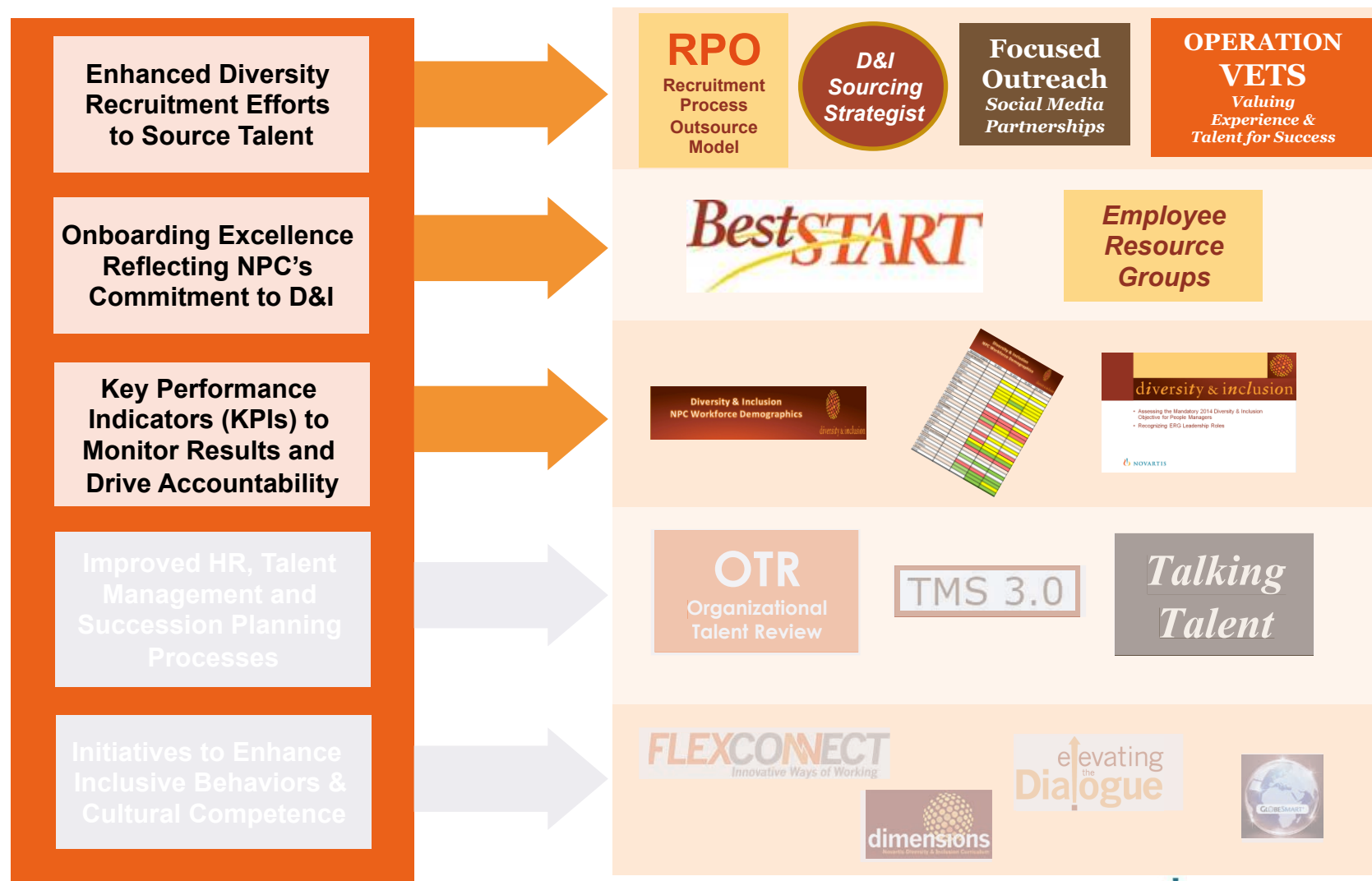
Business Case for Change: Dynamic Healthcare Environment with D&I as a Key Driver



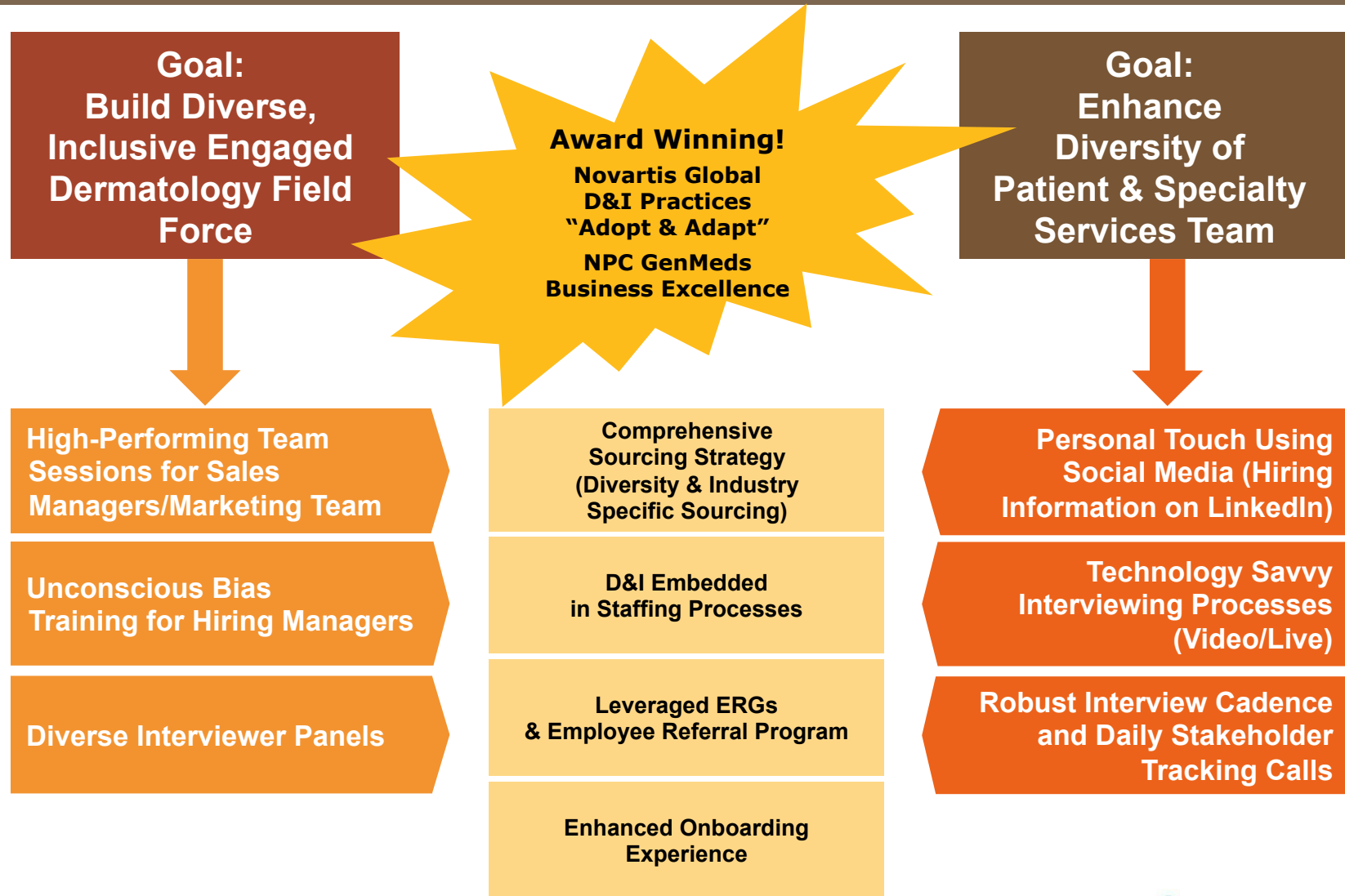
Renewed Focus on Attracting, Developing & Retaining The Best Talent Reflective of Our Markets



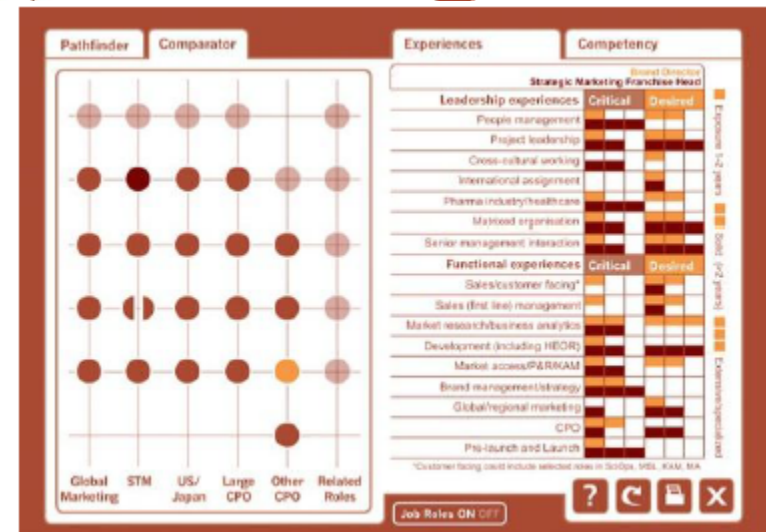
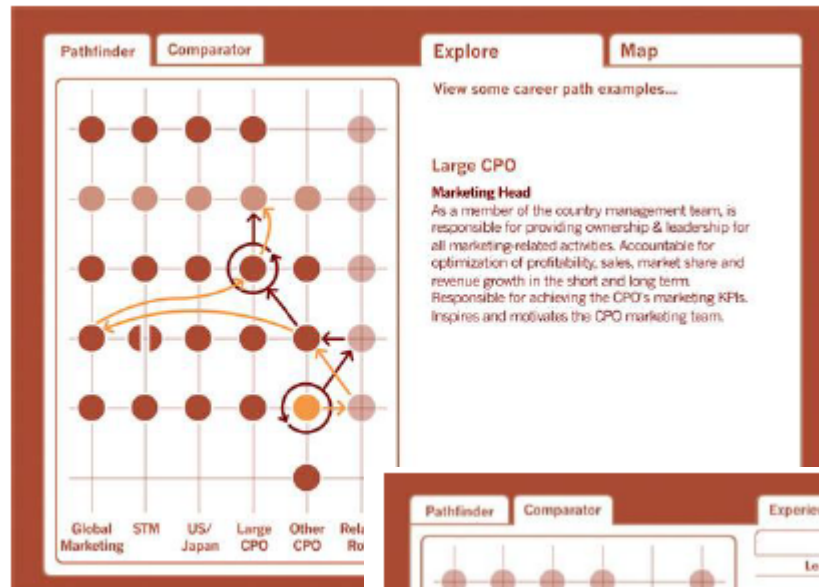
Successes to Date: Excellence in Recruitment, Onboarding & Key Performance Indicators (KPIs)



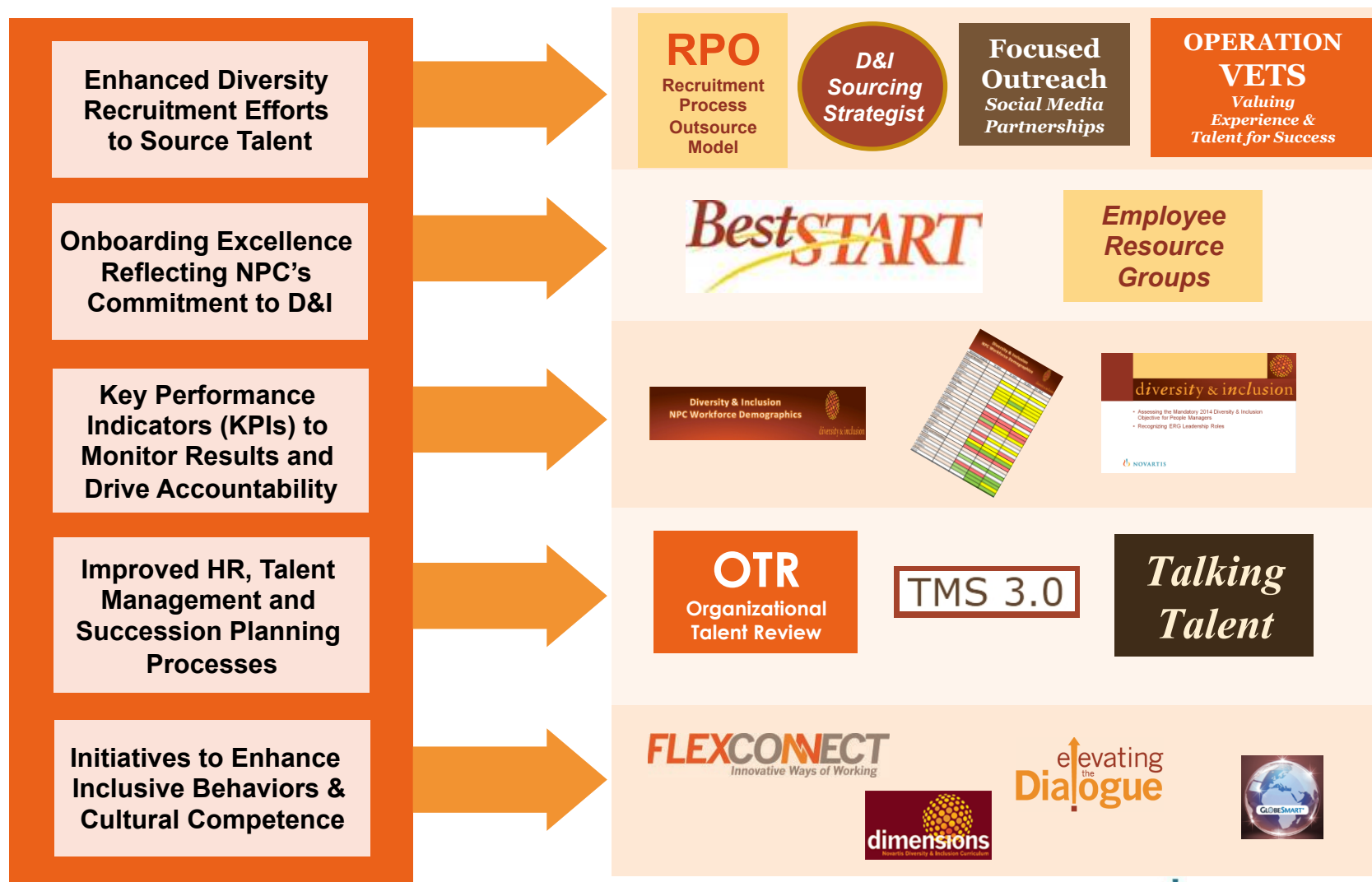
Diversity & Inclusion Strategy in Action: Two Recruitment Excellence Success Stories



One Associate's Story – An Inside Look



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





Mary Ann Barnes, RN, MSN

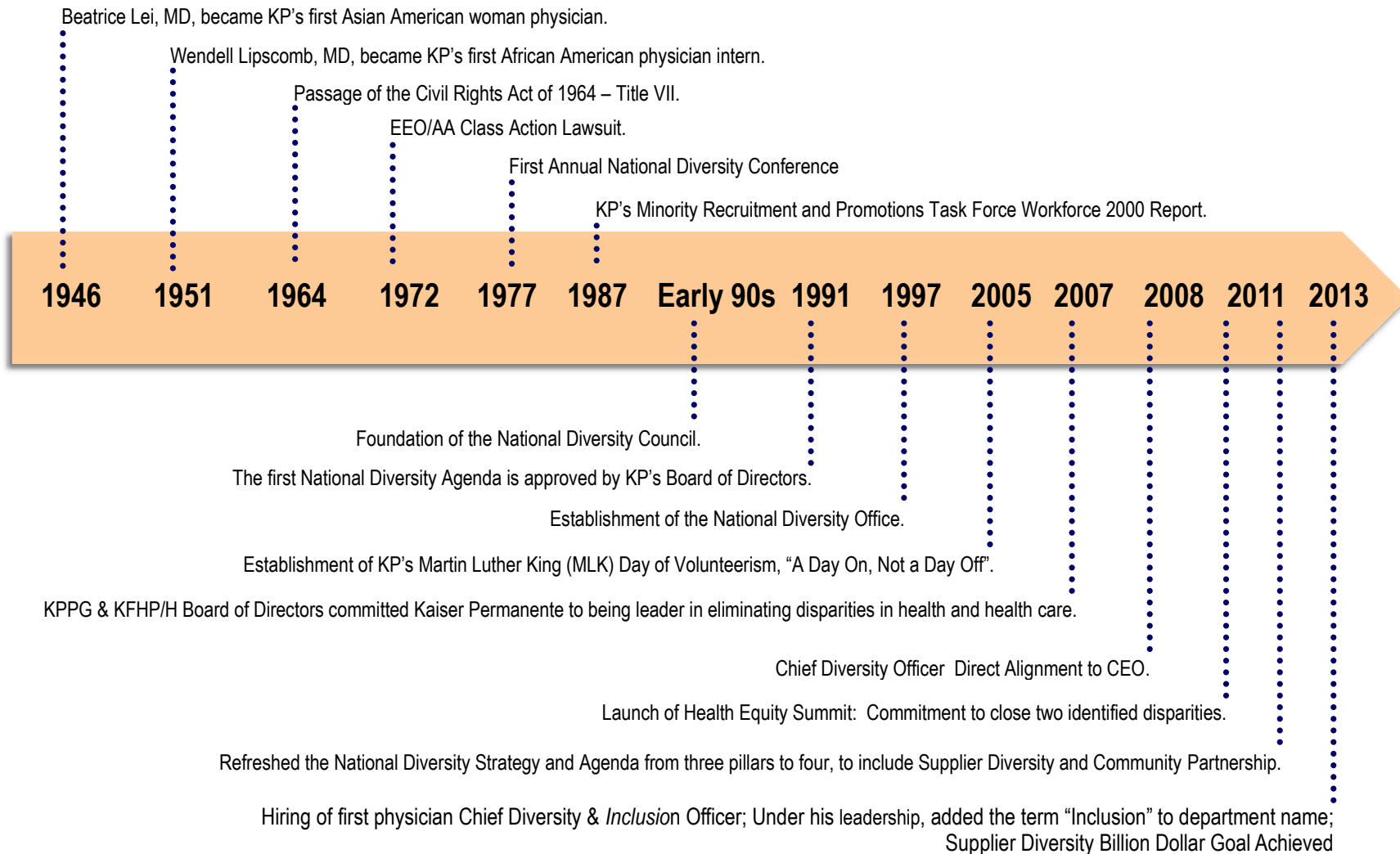
President, Hawaii Region
Kaiser Permanente

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

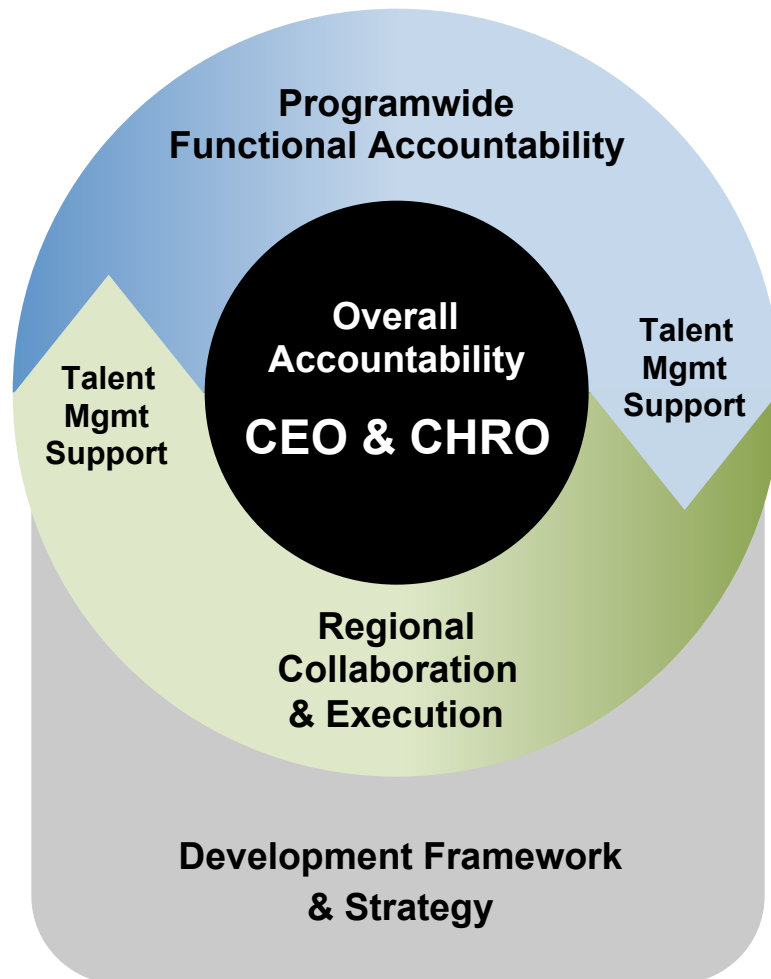


Succession Management Overview

Business Process to Fill Leadership Roles with Qualified Talent



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.

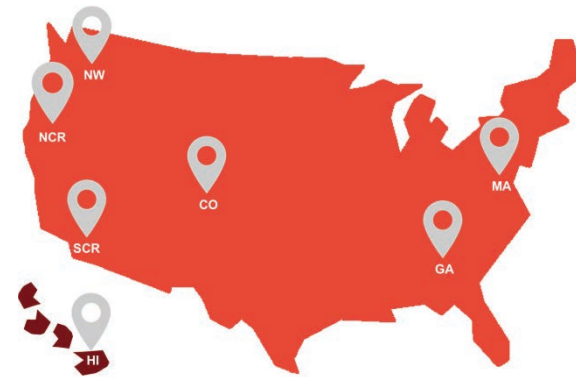
genKP: Kaiser Permanente's Generational MBRG

A group of young professionals started genKP to create a community that drives the next generation of healthcare

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



genKP

Focused on positioning KP to better attract the Millennial demographic

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.

The group offers a host of services to engage early professionals and members

1 Cross-organizational Collaboration



2 Professional Development



3 Powerful Networks



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

