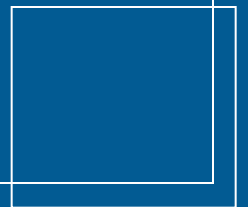




Hewitt: Launching a CU To Drive
Business Alignment

Winner: CorpU Awards For Excellence & Innovation
June 15, 2010



Human Capital Challenges

Achieve L&D Excellence

- Align learning with key business priorities
- Organize L&D to support continuous business change
- Execute learning program design and delivery efficiently
- Measure the impact of learning

Strengthen Leadership Bench

- Speed throughput of leadership pipeline
- Improve HiPo identification & development
- Meet changing generational needs
- Engage leaders as teachers
- Ensure manager-led development
- Develop strong succession plans

Become Employer of Choice

- Attract the best talent in the industry
- Achieve top quartile retention of key people
- Improve overall employee engagement & loyalty
- Become a great place to work

Drive Business Impact

- Support top line growth
- Reduce cost
- Increase profit per employee
- Accelerate success of mergers & acquisitions
- Support global growth
- Improve performance management

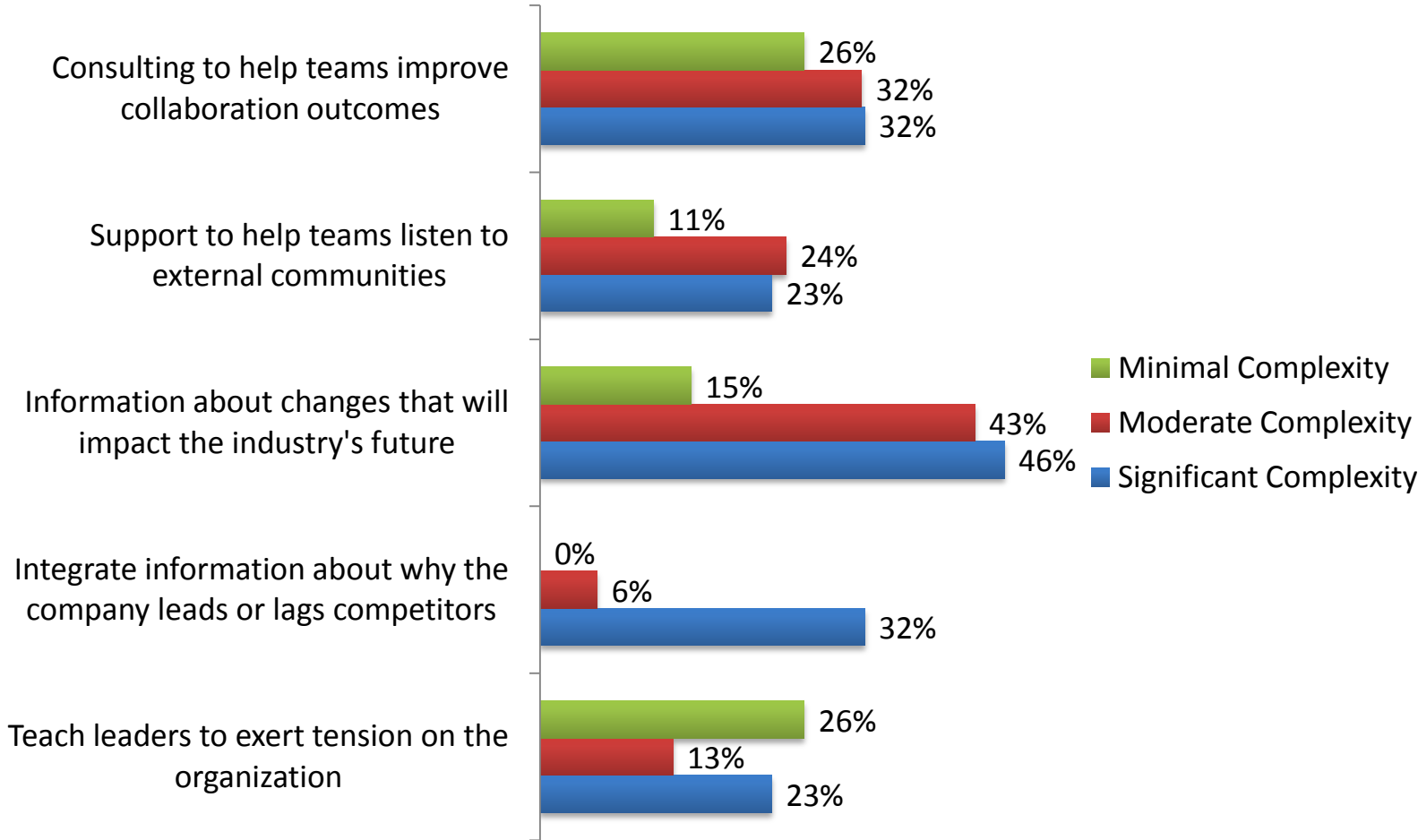
Complexity Influences Capability Planning Activities

How L&D Teams Support Capability Planning Activities



How Complexity Influences Support For Innovation

How Organizations Support Innovation



Today's Presenters

Mark Bocianski



- Vice President of Talent Development at Hewitt Associates
- Responsible for learning, performance and succession management, leadership and management development, talent review and employee engagement
- Led HR technology initiatives, implemented HR outsourcing solutions, and managed outsourcing operations and P&L responsibility for BPO clients

Aaron Olson



- Global Director of Consulting Talent Programs at Hewitt Associates
- Responsible for Hewitt University that provides learning and development programs to 25,000 Hewitt associates worldwide
- Led initiatives related to executive development, sales force effectiveness, talent management and change management
- Serves as adjunct faculty at Northwestern University where he teaches courses in management strategy and leadership development.



Hewitt University: Launching a CU Initiative To Drive Business Alignment

CorpU Webinar | June 2010

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Hewitt

Presenters

Mark Bocianski, Vice President of Talent Development

Mark Bocianski is the Vice President of Talent Development at Hewitt Associates, a leading provider of human resources consulting and outsourcing services. Mark is globally responsible for learning, performance and succession management, leadership and management development, talent review and employee engagement. During his 15 year tenure with Hewitt he has held numerous roles in the outsourcing business and HR. Some of these include leading HR technology for Hewitt, implementing HR outsourcing solutions, managing outsourcing operations and P&L responsibility for a book of BPO clients.

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Aaron Olson, Director of Hewitt University

Aaron Olson is Director of Hewitt University and is responsible for learning and organizational development strategies supporting 25 thousand associates worldwide. He has led human resource initiatives related to executive development, sales force effectiveness, talent management and change management. He is the architect and acting leader responsible for Hewitt University. In addition to his work at Hewitt, Aaron serves as adjunct faculty at Northwestern University where he teaches courses in management strategy and leadership development.

aaron.olson@hewitt.com



About Hewitt Associates

- ▣ Leading HR Consulting and Outsourcing company
- ▣ Helping companies maximize their HR investment
- ▣ Global, offices in 47 countries in every major region
- ▣ EPS up 65% YOY, Operating Income up 52% YOY
- ▣ 3000+ clients: over 50% of Fortune 500
- ▣ Growth mode: new services and tuck-in acquisitions
- ▣ New leadership: 12 of top 16 new in last 2 years

Hewitt Service Offerings



Mission Statement: Making the world a better place to work...

About Hewitt University

- ▶ Our corporate university supports Hewitt's 23,000 leaders, managers and associates worldwide
- ▶ Recipient of two awards in 2010 from Corporate University Xchange
 - Launching a Corporate University
 - Achieving Business Alignment
- ▶ Launched globally February 2009
- ▶ 581,973 training hours in FY09
- ▶ Built on Hewitt's own thought leadership and client services
 - Designed to reflect best practices from Hewitt's research on Top Companies for Leaders
 - Hewitt-built leadership programs
 - Global learning administration by Hewitt HR BPO services

The screenshot shows the Hewitt University website. At the top left, there is a classical column. The header area includes a navigation menu with links for Home, Academies, About Hewitt University, Governance, and Manager. A user is logged in as 'Aaron Olson' with a 'Logout' link. The main content area features a 'Welcome to Hewitt University' message, a 'Campus Map' with a 'Take a tour' button, and a paragraph describing the university as a core vehicle for developing talent. Below this, there are sections for 'Your Development Guide' and 'University News'. The 'Your Development Guide' section includes a 'Launch YDG' button. The 'University News' section has a dropdown menu set to 'University News' and a link to 'Hewitt Expectations & FY10 Performance Plans'.

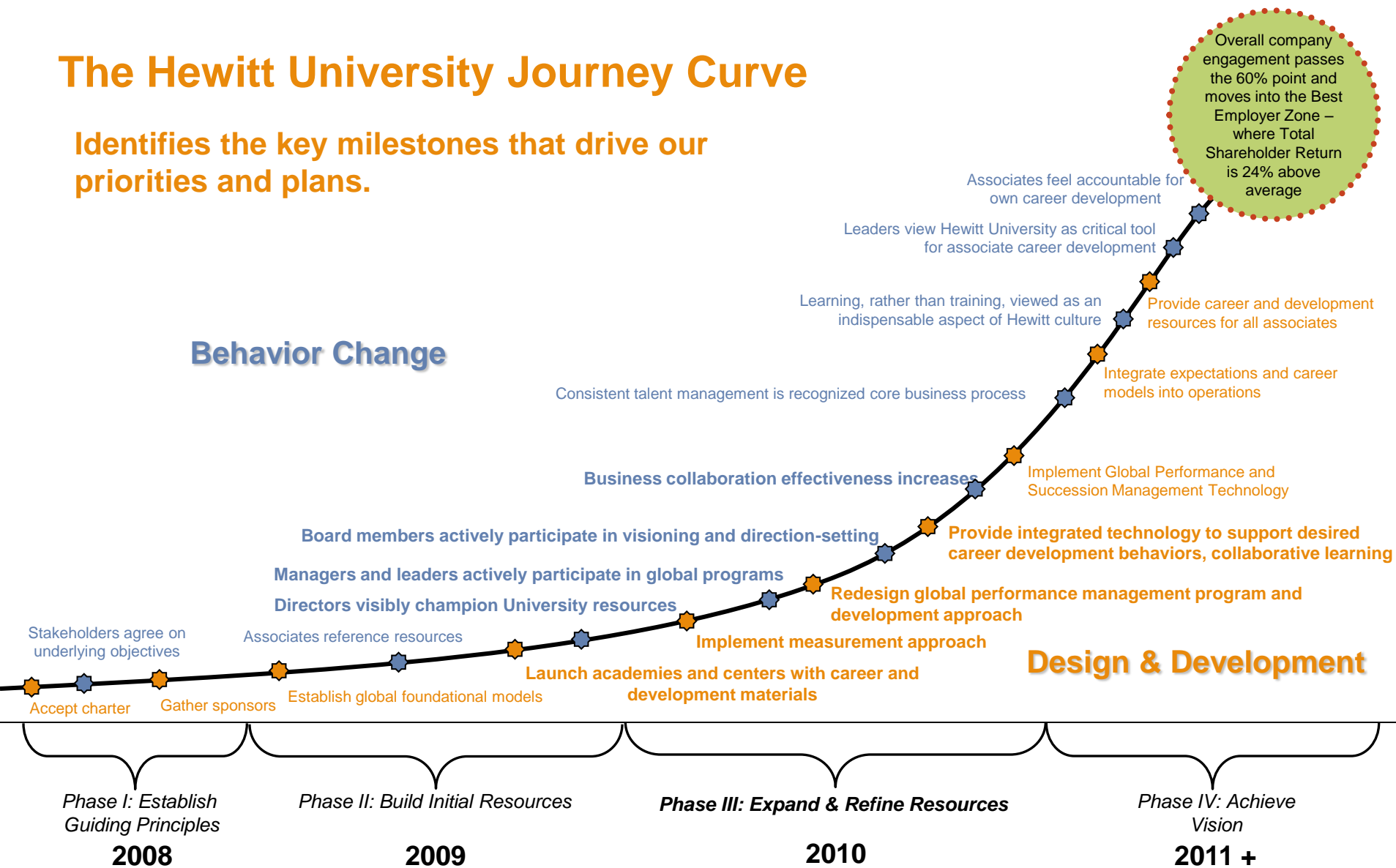
Hewitt U: An End-To-End Transformation

	2007	2010
Impact	<ul style="list-style-type: none"> • Low engagement, high turnover • ‘Career Opportunity’ cited as largest engagement concern 	<ul style="list-style-type: none"> • 49% increase in associate engagement • \$1 million savings via operational efficiency
Strategy	<ul style="list-style-type: none"> • Inconsistent decision making • Business alignment gaps 	<ul style="list-style-type: none"> • Formal governance model • More business leadership
Careers	<ul style="list-style-type: none"> • Over 12 career models in use 	<ul style="list-style-type: none"> • One Hewitt career stage model • Provision for group specific career paths
Competencies	<ul style="list-style-type: none"> • 14 models and 44 competencies 	<ul style="list-style-type: none"> • One “Hewitt Expectations” model, mapped to career stages
Development	<ul style="list-style-type: none"> • Narrow definition of development (i.e., training) • Disjointed curriculum 	<ul style="list-style-type: none"> • Broad definition of development (formal learning, experience, feedback) • Global “Signature Programs” curriculum
Execution	<ul style="list-style-type: none"> • Usability problems with LMS • Fragmented tools 	<ul style="list-style-type: none"> • One global portal • Clearer approach by population

The Hewitt University Journey Curve

Identifies the key milestones that drive our priorities and plans.

Behavior Change



Hewitt University Governance

University Hierarchy:

- Hewitt U Board
- 6 Academies
- 19 Centres
- Communities of Practice

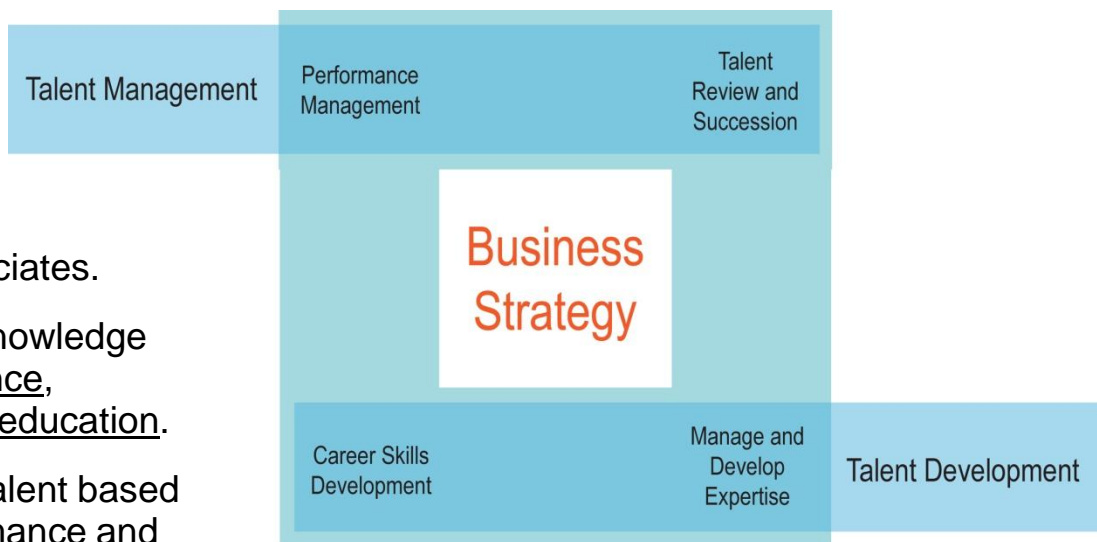
Key Roles:

- Board Members (Business and HR)
- Academy and Centre Directors (Business)
- Talent Development Leaders (HR)
- Program Managers (HR)



Hewitt's Talent Development Strategies

1. We take an integrated approach to investing and managing our talent.
2. We develop and retain a high-performing workforce by providing engaging work and clear career options.
3. We profitably grow our business through strategic investments that |grow the professional skills, technical knowledge and leadership capabilities of our associates.
4. We develop associate skills and knowledge through a mixture of work experience, performance feedback and formal education.
5. We identify, reward and manage talent based on regular assessments of performance and potential.
6. We seek to manage talent across organizational boundaries and we hold managers accountable to play a key role in the shared responsibility of developing associates.



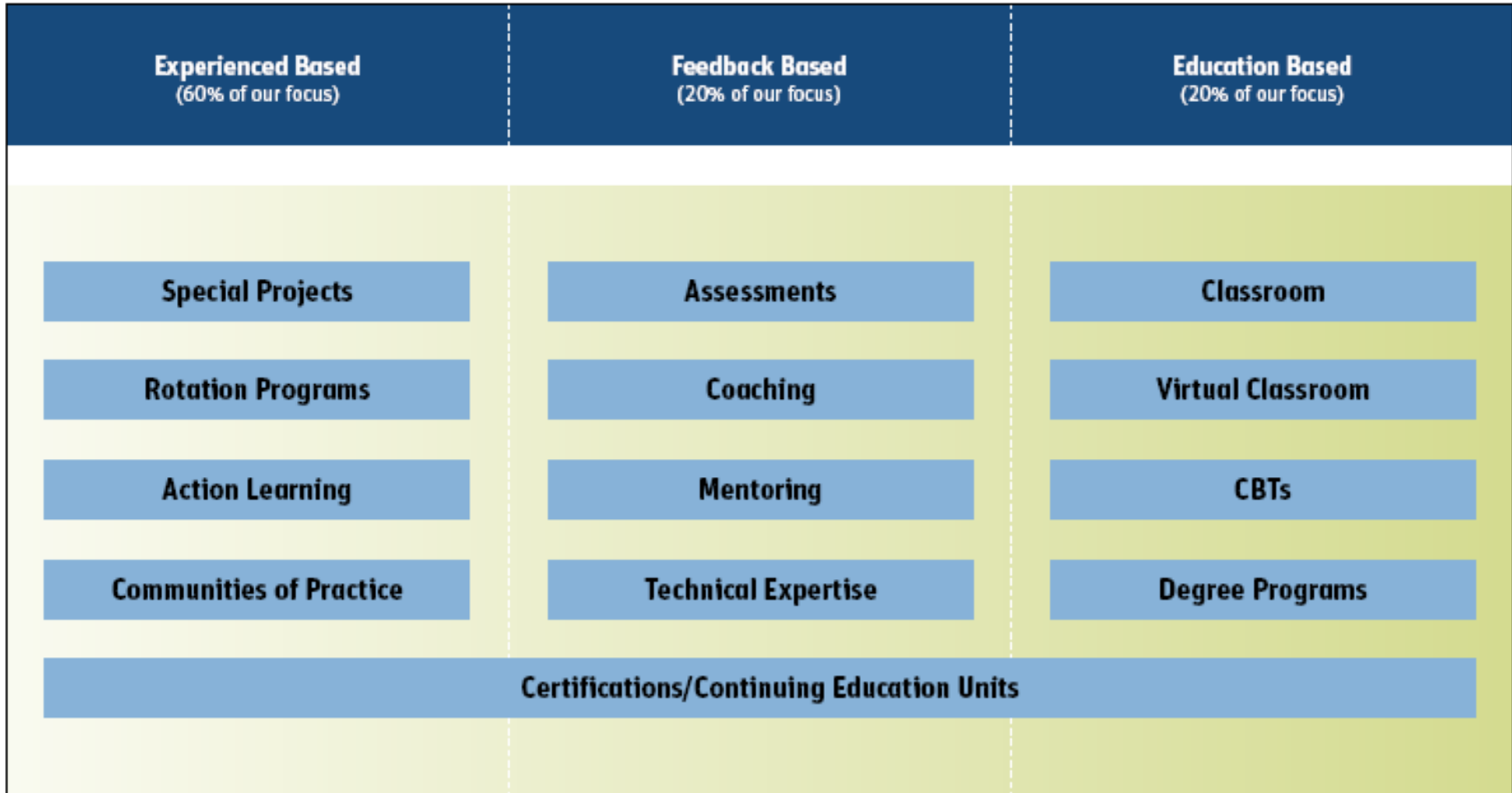
Hewitt University: The Hewitt Expectations (Competencies)

Associate Contributing Independently	Senior Associate Applying Expertise	Management Contributing Through Others	Senior Management Driving Results	Leadership Leading the Business
Domain/Technical Expertise	Practice Specific Expertise			
Client Focus	Consulting Skills, Client Knowledge, Relationship Development, Client Service, and Selling Skills			
Personal Impact	Adaptability & Flexibility, Communication, Coaching, and Crosscultural Competence			
Operational Excellence	Hewitt Systems & Processes, Project Management, Collaboration, Quality Management, and Risk Management			
Business Acumen	Financial Fluency & Impact, Business Metrics, Organizational Perspective			
		People Manager Expectations For anyone supervising others		
			Leader Expectations For executives	

These represent general expectations of associates globally. The relative emphasis on each expectation may vary by group or by role.



Hewitt University: Hewitt Development Framework

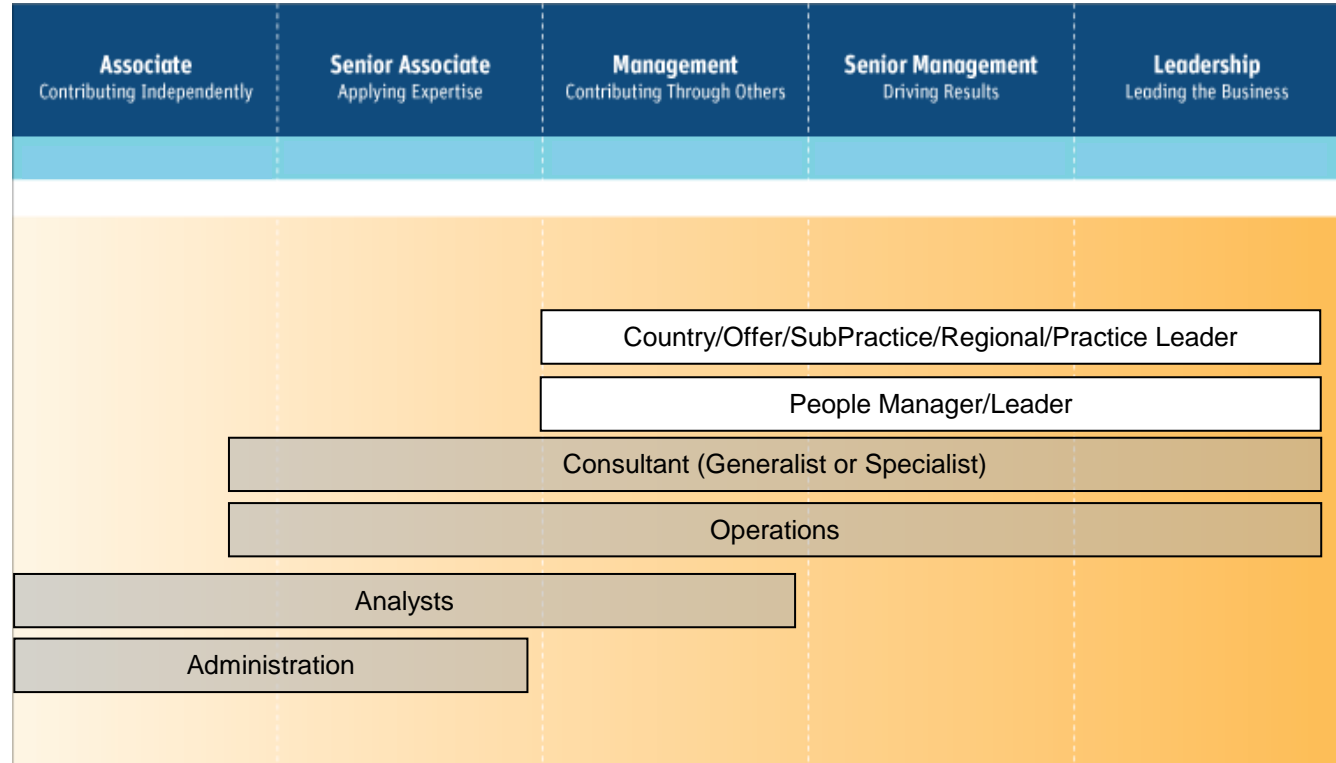


Sample Tools and Programs

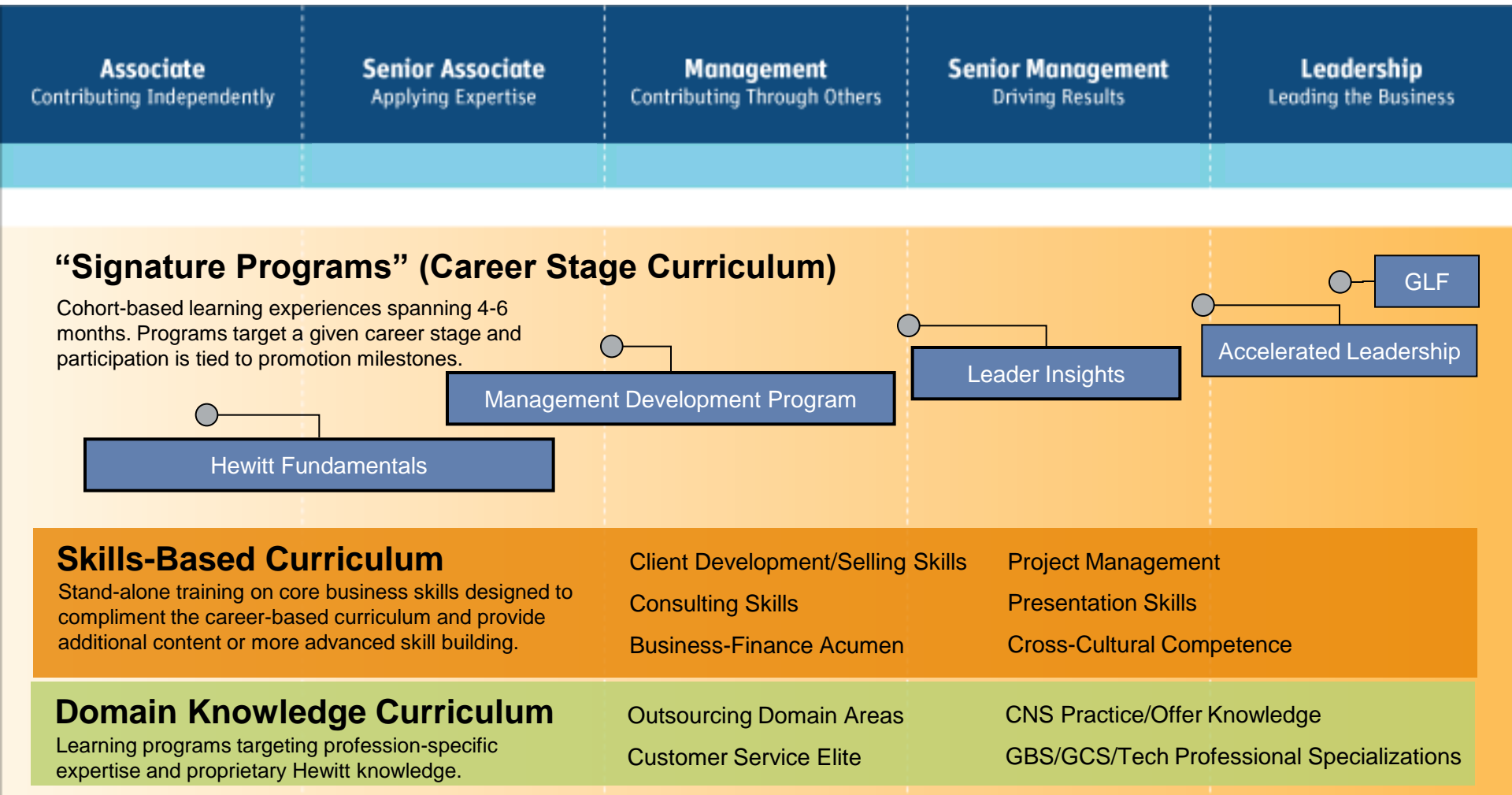


Sample: Global Consultant Career Path

- Global career paths emphasize integration across regions while putting individual roles in context.
- Designed to reinforce a consistent model but allow flexibility to individual groups to tailor paths as needed.



Sample: Hewitt University “Signature Programs”



GLF=Global Leadership Forum

Sample: Development Guides

- Development Guides outline recommended or required learning.
- They reinforce our development framework, blending experience, feedback and formal learning
- Objective is to establish development guides aligned to career paths, individual roles and core competencies.

	Experience	Feedback	Education
Leadership Band 7+ <i>Leading the Business</i>	Apprenticeship Model	Coach Client Meeting Debriefs	Global Leadership Forum (GLF)
Sr. Management Band 6 <i>Driving Results</i>	Apprenticeship Model	Presentation Skills coaching	Sr. Management Curriculum
	Blue Sheet Reviews		Consulting Skills
	Cross-Practice Assignments		
Management Band 5 <i>Contributing Through Others</i>	Apprenticeship Model	Mentoring Assignments	Adv. Negotiation Skills
			Project Management
Sr. Associate Band 4 <i>Applying Expertise</i>	Apprenticeship Model	Formal Client Meeting Debriefs	Communication Skills
	Industry Association Participation	Cross-Functional Team Meetings	Presentation Skills
Associate Band 1-3 <i>Contributing Independently</i>		Peer Coaching	New Hire Orientation

Sample: Portal & Content Management System

Welcome, Aaron Olson | [Logout](#) Search:

Hewitt University

Home Academies About Hewitt University Governance Manager

Customize Page

Welcome to Hewitt University

Campus Map

Take a tour

Hewitt University is our core vehicle for developing talent that grows our business and delivers results to clients. Our "virtual campus" is designed to enhance your [competencies](#), accelerate your [development](#) and grow your [career](#).

Leadership & Management Academy

Leadership & Management Academy News

- [Meeting the Challenge of Disruptive Change](#)
- [Results of Top Companies for Leaders Study](#)
- [Global Leadership Forum Welcomes 150 Leaders](#)

Leadership & Management Academy Topics

[Featured Articles](#)

- [Leadership Development Program](#)
- [GLF: 2009 Highlights](#)

[Leadership & Management Academy](#)

Your Development Guide

Your Development Guide (YDG) is a new tool that helps recommend development opportunities to assist you in growing in your career. Click on the button to the lower right to launch YDG. For more information on how to use YDG [click here](#).

[Launch YDG](#)

News

University News

University News

[Hewitt Expectations & FY10 Performance Plans](#)

Use Hewitt Expectations and Your Development Guide to Shape Your Plans [Click here to read about using the Hewitt Expectations and Hewitt Universit ...](#)

Centre for HR

Centre for HR News

[Information at Your Fingertips](#)

Centre for HR Topics

- [Careers in Human Resources](#)
- [HR Development](#)

Looking Ahead



Implementing Hewitt University Improved our Standing in Both Overall and Industry-Specific Benchmarking

2008 Results



2009 Results



2009 Percentile Rankings as of 12 Jan 2010

Future Directions for Hewitt University

- **Facilitate Culture and Behavior Change**

- Institutionalizing our Signature Programs as the vehicle for supporting career progression and teaching the “Hewitt Way”
- Embracing informal learning via Mentoring and Communities of Practice

- **Integrate Technology Enhancements**

- “Global Performance System (GPS) and “Your Development Guide” – performance management system and interactive curriculum mapping tools built around our Career Stages and 60/20/20
- Piloting social networking technology for Communities of Practice

- **Holistic Measurement**

- Expansion of a pilot Hewitt University Scorecard
- “Voice of the Customer” survey to assess global adoption

Questions?

