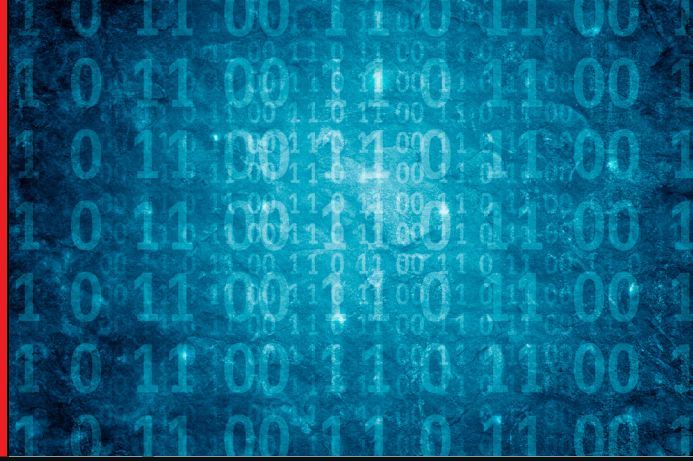


CTO



CTO's GUIDE to

Recruiting **TALENT**

Scouting for Talent

Back in 2012, we predicted that the CIO of the future would have five vital roles: Connector, Metrics Master, Entrepreneur, Futurist and Talent Scout. How many did we get right? That's a discussion for another time, but one thing is clear: Our Talent Scout prediction was on the money.

David Weick, a member of the CIO Hall of Fame who recently retired from his role as CIO at McDonald's, put it this way: "Who you attract, how you motivate them, when you move them into different jobs, how they get their experience in organizational and functional areas—it's the most critical thing in a CIO role."

It's also no easy task: IT unemployment is low, and there's an increasing need to find (or groom) business-savvy IT professionals who can handle customer-facing roles. Plus, there's a shortage of skilled workers in hot technology areas. In our 2015 State of the CIO survey of 558 IT chiefs, 56 percent of CIOs said that they expect to experience IT skills shortages in the next 12 months. Not surprisingly, the search for the elusive "data scientist" (some say it's akin to finding a unicorn) tops the list. Security professionals are also in demand, and they command high salaries, especially after a slew of data breaches raised alarms at the CEO and board levels. And good luck finding an *experienced* mobile app developer these days.

This special guide—a collection of the Hiring Manager columns in *CIO* magazine—is full of advice from CIOs and recruiters on how to become an IT talent scout. It requires collaborating more effectively with your HR group, modernizing your recruitment process (have you considered video interviews?), and asking candidates the right questions to find a cultural fit. Most of all, CIOs need to make talent management a more substantial and inescapable part of their job.

—Mitch Betts



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Fishing for Talent

To lure great hires, CIOs need to be deeply involved in writing IT job postings—instead of leaving it to an HR admin **BY KRISTEN LAMOREAUX**

Organizations tend to fall into two categories when it comes to posting job openings: those with crappy job ads and those that have a clue. CIOs who have a clue are *involved* in the process rather than relying solely on an HR admin to “post something on the site.”

Steve Heilenman, CIO at Computer Aid, a privately held global IT services provider, not only has a clue; he successfully hires 20 to 30 people each year for his IT team, in a company that annually hires 300 to 500 employees overall. How? Steve writes the job descriptions for his direct reports and reviews every IT job posting. “We try to include as much as possible from actual descriptions in advertisements so that the candidate can get a good understanding of the role and our expectations,” he says. “It is just as important for the candidate to feel comfortable with the role as it is for us to feel good about the candidate.”

Similarly, Larry Bilker, SVP and CIO at Continuity Logic, says job descriptions for a CIO’s direct reports should be written by the CIO. “If this responsibility is delegated, what the CIO is really looking for in his or her direct reports can easily be missed.” Bilker says HR should help by reviewing job postings and ensuring regulatory compliance.

Sorting Through the Pile

Of course, these days résumé overload is a big problem. “No matter how accurate and specific you are, with today’s online and social media networks, you are always going to be plagued with thousands of applicants, the majority of whom do not meet the requirements you so carefully crafted and communicated,” says Mark Sander, former CIO at Church and Dwight. “Finding ways to effectively and efficiently sort through the pile is the challenge.”

So should you cast a wide net, or be ultra-specific to avoid being buried? Sanjay Khatnani, managing partner at J2 Solutions, a technology and business consulting firm, recommends “specific but not granular” job descriptions

to ensure a sufficient flow of job candidates and yet limit the off-target résumés. “Don’t say ‘six years of Oracle Database expertise’ say ‘six to eight years of experience using relational databases, with Oracle preferred.’”

Sander says technical skills become outdated very quickly. “Software offerings change faster than you will change your employees. You need someone who can learn quickly and adapt,” he says. “In my experience, fit with the company culture, an innovative and driven can-do attitude, and a well-rounded set of industry-relevant experiences, are much more accurate predictors of success than a specific technical skill or experience.”

For lower level positions, job descriptions will naturally be more specific about IT tools, but every job description and advertisement should mention soft skills and company culture, too.

“Soft skills can tip the balance between two candidates, so let your candidates know the profile of who will be successful inside your organization,” Khatnani says. “Technical skills

can always be advanced through training; soft skills are ingrained qualities of the individual.”

Candidates are looking for companies that provide not just career growth but “environments that are energetic, offer work-life balance, and have positive value systems,” says Khatnani. “I have seen more prospective employees decline offers based on these factors than on technical tools.”

When you think of your job ads, are you giving candidates a reason to join your organization? Don’t let social media and disgruntled employee sites be your candidates’ only clues to corporate culture. Craft your strategic vision into a story that’s accurate but also focused on what’s important to *them*. Every candidate wants to be seen as a person, so acknowledge that life exists outside of work; if you don’t, prepare to watch your retention rate plummet.

Kristen Lamoreaux is president and CEO of Lamoreaux Search, which finds IT professionals for hiring managers.

Every job description and advertisement should mention soft skills and company culture.



Tapping Into Silicon Valley

AstraZeneca's global talent network includes a new center designed to recruit 'tech brains' from the Bay Area **BY PHIL SCHNEIDERMEYER**

Dave Smoley is the CIO of AstraZeneca, one of a handful of pure-play biopharmaceutical companies that spans the entire medicine production chain: discovery, development, manufacturing, distribution and global commercialization. He joined the \$25 billion AstraZeneca, which employs more than 50,000 people worldwide, after a lengthy stint as CIO at Flextronics International.

In an interview, Smoley—a member of the CIO Hall of Fame—described his approach to IT staffing at a time when the pharmaceutical industry is undergoing major changes.

When you joined the company last year, what was the opportunity? What were the challenges?

I joined at a time of massive transformation. The CEO, a PhD who previously ran Genentech, is an innovator and an entrepreneur. To succeed and grow, the AZ culture needed to change. The life sciences industry is evolving rapidly, and the company needed to accelerate the pace of change internally.

How would you describe the IT organization you inherited and your vision for it?

Like many IT organizations, ours was roughly 70 percent outsourced and 30 percent [in-house]. My vision for the group was to double performance at half the cost. We would become more efficient and more effective by reducing the amount of work sourced externally and strengthen our internal technology and operations capability. We could reduce spending and simplify and streamline the process by using fewer third parties.

How does hiring talent help you achieve those efficiencies?

I spent seven years serving as CIO of a Silicon Valley technology company, so I have seen the power and speed that comes from being a part of that tech ecosystem. Our

CEO had a similar experience at Genentech. We needed to have a physical presence in the Valley to recruit innovative talent and to partner with technology vendors and investors.

To lead that organization, I moved the CTO role there and recruited a Bay Area veteran, Shobie Ramakrishnan, from Salesforce.com. She spent her 20-year career in the Valley and worked for Infosys and clients like Apple and then Genentech/Roche. She will rapidly grow a local technology team of senior architects and senior solutions leaders and also develop our external tech partnerships.

What skills are you looking for in Silicon Valley?

The Silicon Valley location is an important additional node on our global IT talent network. We also added a node in Chennai, India, where we are recruiting 1,300 IT professionals. These two new nodes complement our existing presence in the U.S., Europe, China and Japan. In the Valley, we are recruiting “tech brains.” Their role will be to establish a persistent, active presence in the area to nurture

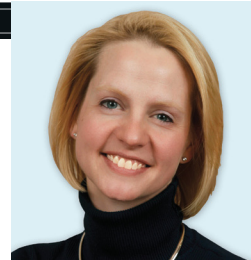
partnerships with innovative thinkers and companies. They will be working with tech firms, VCs, universities and life-science companies to be sure we are pushing the boundaries of science and technology in our industry.

How do you compete for talent against the likes of Google and Facebook?

We are not competing with Google and Facebook because we are looking for different talent. We are looking for individuals who want to save lives. AstraZeneca's culture is very focused on putting patients first, and on scientific leadership. We attract people who want to apply their technology expertise to transforming healthcare. There aren't many companies in the Bay Area where you can do that.

Phil Schneidermeyer is a partner with Heidrick & Struggles, where he specializes in recruiting CIOs and CTOs for all industries.

We needed a presence in the Valley to recruit innovative talent and to partner with tech startups.



Merging Talent Pools

One of a CIO's biggest challenges is selecting the best IT talent in the throes of a merger, acquisition or divestiture **BY KRISTEN LAMOREAUX**

In today's dog-merge-dog world, one of the greatest challenges is determining how to weave the IT talent from merging companies into one successful, thriving organization. Divestitures pose the same challenge: deciding who will stay and who will go.

"Skill sets can differ and requirements can differ for acquisition versus divestiture," says Brian Lurie, former CIO of global manufacturer Gardner Denver, "but talent is needed in both situations." He says that when making selections, CIOs should remember that "skills can be learned, but talents are innate." So it's important to have candid conversations with managers at the other company.

"The two CIOs from the merging companies need to work together, along with their executive teams, to outline the current organizations and develop [a vision for] the future organization," says Sue Haindl, vice president of Anexinet and a former operations and IT leader at Pew Charitable Trusts and Exelon. "You should start thinking about talent during the early deal discussions."

There is no one correct way to handle this process. But Brendan O'Malley, CIO at NSM Insurance Group, recommends avoiding the old tactic of making both sides bid for their jobs. "I have never gone the route of 'everyone's up for grabs.' One organization is already in turmoil. Why throw a curveball to your own organization?"

Building the Team

Maintaining productivity and morale through a merger or divestiture depends on two factors: the people who are being retained and those who are being released. "How one treats those who are to be released has a direct effect on the morale of those who you desire to retain," Lurie says.

The key is extraordinarily good communication, the three IT leaders say, even though a merger or divestiture is a very busy time for the CIO. "In the absence of information, folks will imagine the worst and will spend their time at the water cooler sharing the impending doom.

The only antidote is information," Lurie says.

"Communication and transparency are very important during a merger, but the way to build the team, community and culture is based on investing time," says Haindl. "During a merger, IT leadership is stretched in many ways, much like the organization, but you need to devote time each day to being actively engaged: face-to-face, social media, town hall meetings. These engagements become the new stories of the organization."

Merger = Bonus?

Be aware that some employees in the midst of a merger have come to expect retention bonuses. And while it's true that bonuses can be used to acknowledge those who are most valuable, the absence of a bonus can be interpreted as saying, "Ah, yeah, you can go now." Lurie is leery of retention bonuses: "You need to be very careful with the information that is shared and assume that who is on the [bonus] list will eventually leak. It can be like a cancer if not managed correctly."

O'Malley agrees that retention bonuses are tricky. "They are a tool, but not one that I would pull out on day one. These need to be handled very carefully and presented and sold to the individuals involved or they can boomerang pretty quickly."

Haindl says that throughout her career, "The best [M&A] transactions had several key ingredients: a leadership team that had a vision and plan for the merged companies; frequent and transparent communication to the workforce; and a timeline that supported rapid and efficient integration."

While as CIO you don't have control over all aspects of the deal, you can control your actions, the frequency of your communication, and the attitude and energy you put into choosing the best IT talent for the new organization.

Kristen Lamoreaux is president and CEO of Lamoreaux Search, which finds IT professionals for hiring managers.

Be aware that some employees in the midst of a merger have come to expect retention bonuses.



Seeking an Agri-Culture Fit

The CIO at Land O'Lakes hunts for job candidates who understand cloud, big data and the special nature of the food business **BY PHIL SCHNEIDERMEYER**

Mike Macrie became CIO of \$14.2 billion food and agriculture cooperative Land O'Lakes in June 2013, moving up from his position as VP of the company's Agriculture Services IT unit, where he helped develop precision agriculture and big-data programs. Land O'Lakes, which ranks 194 on the Fortune 500, is a member-owned cooperative that runs the gamut from farm production to consumer foods.

What challenges does Land O'Lakes face when hiring for IT?

Here in the Twin Cities, we are in a hyper-competitive market, so we have to be constantly recruiting both locally and nationally. Targeted recruiting is critical. Locally, our people and their professional networks can be a great source. We encourage them to develop their networks by joining and playing leadership roles in various professional organizations. When recruiting nationally, we offer an extremely competitive relocation package and try to make it as painless as possible for the new employee's family.

How do you motivate people to join the company?

We articulate an exciting vision for the company and for the IT organization. Many other companies cannot clearly articulate their vision for IT and seem to be more focused on using compensation as a motivator. Compensation may be a short-term motivator, but that employee is not likely to make a long-term commitment to the corporation. Recently, we've also been successful in hiring and retaining employees because of a \$100 million program that's transforming our IT culture to one that is focused on our customers, both internal and external. This type of connection between our business objectives, our actions and our vision lets our team see the effects of their work on the performance of our business.

What's your strategy for partnering with HR or the business when hiring?

We have a very tight partnership with our HR representatives. Typically, we'll sit down together and discuss the job opening, how difficult the skill set is to find, and what companies or regions of the country are likely to have viable candidates. We also highlight the most critical job openings to our internal IT leaders so they can reach out to their networks to help find qualified candidates. This dual approach has helped us focus our efforts, or in some cases revise our expectations, faster than we had in the past.

Are you assessing for technology skills or something else?

Cultural fit is critical. We work with farmers who typically grow crops once a year. Everything is done within a season, and time constraints become very critical. If you miss the season, you miss the whole year.

Unlike most organizations that are measuring in months and quarters, our results are very much weighted toward annual metrics. This can be a big adjustment in time horizon that some people aren't able to make.

Many job candidates want to work with cloud or big-data technologies. What can Land O'Lakes offer them?

We are aggressively embracing software-as-a-service applications and reducing our on-premise footprint. This requires new skills in cloud integration, cloud security and business intelligence, which are difficult to find. In big data, we continue to invest in two of our most innovative platforms that are focused on market and agricultural field insights, and we are continually looking for candidates who can blend agricultural, marketing and data sciences together to help our members succeed.

Phil Schneidermeyer is a partner with Heidrick & Struggles, where he specializes in recruiting CIOs and CTOs for all industries.



Close the Gap Between IT and HR

IT needs to provide HR with sharp questions about niche technical skills. And HR pros need to do their homework about IT. **BY RONA BORRE**

Ask your HR director to hire five new IT analysts skilled in hypervisor and server virtualization infrastructure and you'll likely get a quizzical look back. The fact is that technology in the workplace is advancing too fast for HR professionals (and really any non-IT personnel) to keep up with.

This widening knowledge gap between IT professionals and the HR managers who are tasked with filling positions causes real problems in hiring the right workers. The problem occurs most frequently when IT managers need to find an employee that has a very specific set of IT skills. While HR professionals can find broadly qualified technologists and network administrators, highly specialized skills such as cloud computing, DevOps software development, NoSQL databases and big-data analytics are often beyond HR's ability to evaluate.

Left unmanaged, HR's misunderstanding of new technology concepts and keywords can result in poor hires and unmet expectations.

Ask the Right Questions

To bridge the knowledge gap between IT professionals and hiring managers, the first step should be developing a partnership between HR and the IT hiring manager. The IT hiring manager should develop a set of questions for each technology discipline the company is seeking. IT can provide qualifying questions for candidates seeking cloud computing jobs, for example, or virtualization jobs.

HR can then meet IT halfway by augmenting this slate of questions with its own queries that will reveal a candidate's nontechnical competencies, such as their communication skills or whether they are a cultural match.

The second step should be for HR professionals to work to understand the scope of the new IT project or initiative.

That way, rather than just scanning résumés for keywords and acronyms, the recruiter can look for similarities in project responsibilities that will yield a closer talent match by identifying professionals who have already accomplished goals similar to the ones in the job description. Someone with extensive database experience would be an attractive

prospect for a project that will include a great deal of back-end work, for example. This approach will help minimize time wasted on evaluating candidates who claim to have specialized skills and certifications but haven't worked on actual projects that use the technology.

Finally, HR professionals have to do their part to keep abreast of the latest IT developments. Vendor websites,

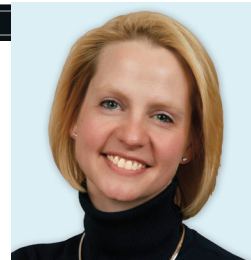
YouTube and even Wikipedia provide a wealth of resources for learning about new technologies and how they're used in the enterprise.

HR should also communicate with the IT team regularly. Even a monthly meeting will help keep the HR team up-to-date on what kind of projects the company is working on and what IT skills those projects require. And knowing which previous hires have excelled—and which hires have fared poorly—will help HR fine-tune its ability to identify successful candidates.

The knowledge gap between HR managers and IT professionals will continue to grow as today's technologies become more complex. And as these technologies become a competitive differentiator for companies, closing this gap and finding the right technical talent is more urgent than ever. Closer cooperation between HR and IT will yield more on-target job candidates, and those candidates will also notice your company's dedication to the latest technological advances, making it more likely that you'll lure top talent.

Rona Borre is CEO and founder of IT hiring and recruiting firm Instant Technology.

A monthly meeting will keep HR up-to-date on IT projects and the skills they require.



Screening by Video

Recorded interview questions—and their answers—can give you a head start on selecting job candidates **BY KRISTEN LAMOREAUX**

If you're tired of being buried in inappropriate résumés from HR (oh yes, I did just write that), there's a new wave to catch: pre-recorded video interviewing. We know that companies have been incorporating Skype, Oovoo and FaceTime into their interview processes for years, but each of those tools requires one thing: You, the hiring manager. The new wave removes you from the equation, at least initially.

Dave Sinclair is the corporate recruiting manager for Henkels and McCoy, a large, privately held engineering, network-development and construction firm with more than 80 offices in North America. Sinclair is piloting a tool called InterviewStream that offers online, pre-recorded video interview questions. Candidates can launch their interview process the moment they apply for a job. "This is a breakthrough for the company," Sinclair says. "We recruit people from around the world and others who are road warriors. Coordination of interviews can take months, but with a tool like this, we can kick off the interview process 24/7, regardless of geography."

Individual hiring managers can select questions from extensive video libraries of pre-recorded questions (asked by actors or actresses) or they can record their own pre-screening questions. Upon applying for a job, candidates are asked, "Would you like to complete a pre-screen interview now?" The video questions can replace a general phone screen or focus on ensuring candidates have depth in a particular skill set. "We're using video screening for high-demand roles and critical roles," Sinclair says. "We find it works best for technical recruiting, engineering, project management and college recruiting."

Instead of the usual process—reviewing applicant résumés, setting up a phone screen and typing up notes—Sinclair can view a few minutes of video and forward the link with comments to hiring managers. The system notifies Sinclair when the hiring manager views the link, so he knows to follow up for feedback and next steps.

In addition to the time savings of 24/7 video recruitment, Sinclair says the tool helps hiring managers maintain the company culture. "We're a very culturally driven company, and it's harder to gauge cultural fit by paper," he says. Sinclair also thinks those candidates who agree to the video pre-screen will have better odds of being interviewed. "Unless a candidate has an awesome résumé, the hiring manager will have a better chance of developing a connection with a video candidate. It's just human nature."

Easier Scheduling

The video technology can "greatly improve the hiring process, which historically has been very frustrating to hiring managers," says Rick Fabrizio, CIO of AmeriGas, the nation's largest provider of propane. "Scheduling multiple candidates to meet with multiple managers has always been challenging. Now the process becomes very flexible for us."

With over 800 locations in 50 states, Fabrizio likes how HR can simply forward a pre-screen video link to inter-

viewers. "It's really a win-win for all parties involved: It lowers costs for HR, it saves time for the candidates, and reduces travel time. But what really excites me is that it enhances the selection process." Fabrizio is a fan of the pre-recorded interview questions. "It shortens the hiring cycle since it weeds out the candidates that look good on paper but are a bust in person."

Yes, there are security and network bandwidth issues to consider with these online interviewing systems. But here's some food for thought: I contacted over a dozen companies using or considering these types of interviewing tools. All were very excited about the speed-to-hire improvements and ease of use. But in many cases, the CIOs of those companies were completely unaware that HR had already gone out and secured the service.

Kristen Lamoreaux is president and CEO of Lamoreaux Search, which finds IT professionals for hiring managers.

Video interviews help weed out candidates who "look good on paper but are a bust in person."



Finding a Natural Home

CIOs need to find the IT workers who are comfortable focusing on customers, market forces and revenue **BY PHIL SCHNEIDERMEYER**

Richard Thomas, CIO at Quintiles Transnational, joined the company as CTO in 2005 after successful stints at data and analytics companies Nielsen and Telephia. During his time with Quintiles, the company has experienced tremendous market change and recently moved from being a private-equity-backed company to a publicly traded one. With a network of more than 27,000 professionals conducting business in about 100 countries, Quintiles has helped develop or commercialize all of the top 50 best-selling drugs on the market.

How did you flip the IT organization to make it one driven by revenue and market forces?

It's been a journey over eight years, split into three distinct eras.

The first era was one where disparate, decentralized technology groups around the world were combined into one global organization. Early on we established guiding principles, such as focusing on data as a strategic asset, which led to the development of what we call our data factory. The critical element was ensuring we had world-class talent from top to bottom. This started with a new leadership team that ushered in a can-do culture that serves us well today.

The second era modernized platforms and operating infrastructure, leading to a much more scalable, integrated, efficient and reliable foundation for the company.

Our third era has been focused on helping solve the challenges that our clients face in the rapidly changing pharmaceutical and healthcare industry. We envisioned solutions that combined our modernized platforms, advanced analytics and ability to integrate massive data volumes through our data factory. In partnership with our clinical business and marketing group, the Quintiles Infosario platform was launched in 2011 to bring these solutions to our customers. It has been a very hectic few years since launch, but I am delighted with our progress.

How have you changed the organization chart?

The group is organized into four towers that work closely together but have very distinct missions: IT support, core IT, Infosario and R&D.

The first two groups support the Quintiles staff and run our core data centers and infrastructure powering ongoing business operations. The latter two groups focus on our customer offerings and engagements, as well as looking over the horizon to anticipate industry needs that we should be working on today.

With this structure, we have to hire for different mind-sets. For example, some IT people can make the leap and be very comfortable engaging customers, and some cannot. Within the towers, there are natural homes

for everyone. It comes down to finding comfort zones and maximizing domain expertise. By moving pieces around on the organization chart, we have created openings, or white space, and an opportunity to bring in new people with complementary skill sets.

It has taken time to build the structure, find the right people and ensure that our culture flourishes.

Some IT people can be very comfortable engaging customers, and some cannot.

What's an example of this new type of hiring?

The white space introduced challenges to the traditional IT job families. We are no longer just interested in internal IT. As we were building up our solutions centers in Bangalore and North Carolina, we sought out talented staff that can create products.

This is a very challenging, because we're competing for talent with organizations such as Facebook, Microsoft, Google and Oracle. But we've been able to hire individuals who are comfortable leaning into our business, pushing the envelope on the art of the possible and thinking innovatively when designing solutions.

Phil Schneidermeyer is a partner with Heidrick & Struggles, where he specializes in recruiting CIOs and CTOs for all industries.

The Looming Brain Drain

Boomers will be retiring soon and taking their institutional knowledge with them. Can you give them a second act? **BY FRED O'CONNOR**

With 10,000 baby boomers turning 65 every day, IT departments must plan for what happens when their older employees retire. Even IT professionals who keep working after 65 may not want to maintain a full-time schedule.

While IT emphasizes the new and innovative, legacy system skills are still valuable because some companies run critical systems on dated technologies. Even when firms migrate to newer technologies, workers with older skills are needed to help with the transition.

Companies keen on retaining veteran workers—and their knowledge—are initiating retirement conversations early to increase the likelihood that these employees will stay on in some capacity after they stop working full time, says Matthew Ripaldi, senior vice president at IT staffing firm Modis.

Prepare for Retirements

Businesses need to develop a plan for retaining valuable senior employees while also providing the flexibility they seek, he says. This flexibility can take the form of contract work, which allows employees to stay engaged with IT without having to work full time, Ripaldi says.

The number of contractors in IT—already high—will continue to increase as companies allow retiring staff to work part time or hire them for short-term projects, he says. Mentoring programs will also expand so these contractors can impart know-how about legacy systems to younger employees who will be expected to integrate new and old technologies.

Of course, some legacy systems will be phased out, another situation where retirees could serve as consultants to help with the transition, says John Engates, CTO of cloud hosting company Rackspace. “For some of these baby boomer retirees, there may be an opportunity to start their own consultancy in helping companies get off these older systems and modernize,” Engates says.

Ajay Waghray, CIO at Verizon Enterprise Solutions, retired about 160 systems last year and has retired another 60 so far this year. He says Verizon maintains “a pretty good [employee] progression map, particularly in managerial roles,” which helps the company plan for future employment needs, some of which may be caused by retirement.

As for the possibility of retired employees returning as consultants, Waghray says there hasn't been demand for that so far, but Verizon might need it in the future.

Chip-maker Intel, like Verizon, isn't seeing mass departures or the loss of institutional knowledge yet. “We're just starting now to think about how we're going to approach that,” says Julie Wirt, Intel's manager of global retirement design. “In five years we'll be in a different situation.”

“Many employees want to stay engaged in some manner past normal retirement, but they're looking to do that in a different way.”

—Julie Wirt, Manager of Global Retirement Design, Intel

Time for an Encore

Last year, Intel launched an Encore Career Fellowship that gives employees who are close to retirement a \$25,000 stipend and allows them to spend one year applying their skills to new positions with social value.

For example, the Encore program paired Ken Wolff, an Intel employee who retired in June 2012, with Music for Minors, which provides music education programs for elementary-school students. At the nonprofit, Wolff is converting sheet music into digital files and producing videos.

Intel is using the fellowship program to understand how to discuss retirement and the needs of its employees with its baby boomer workers. The program also helps people who lack clear retirement plans to start thinking about what they may want to do next.

“Many employees [at Intel] want to stay engaged in some manner past normal retirement,” says Wirt, “but they're looking to do that in a different way.”

Fred O'Connor writes for the IDG News Service.



Seeking a Perfect Fit

This CIO wants IT employees who are dedicated to the company's mission of using IT to fight healthcare fraud and waste **BY PHIL SCHNEIDERMEYER**

Cynthia Nustad has served since February 2011 as SVP and CIO at HMS Holdings, which offers cost-containment services to commercial and government health-insurance payers. HMS specializes in coordinating benefits (verifying the right payers pay claims) and program integrity (making sure claims are paid appropriately). Last year, HMS recovered \$3.2 billion for clients and saved them billions more by preventing erroneous payments. As a company with significant investments in data, HMS relies on an IT team that is growing by double digits. Nustad describes how she hires IT staff members who fit the company's culture.

What's the culture at HMS like?

We bring solutions to the healthcare marketplace that reduce waste and inefficiency. It's an important mission; a nonpartisan group estimates that the U.S. healthcare system wastes about \$750 billion a year. Through constant improvement and ongoing technological investments, we're addressing that significant problem and helping to improve the system for everyone.

What's the best way to ensure that new recruits will fit in?

We highly value our current employees and their personal and professional networks. We offer reward incentives for referrals from employees as a way to drive a shared culture. We also find that new hires are more successful when they were referred by another employee because there is an added level of accountability to the employee that made the referral.

How do you tell whether someone will rally around the company cause?

We share our company story and what drives our busi-

ness and then see what the candidate offers in conversation about their experiences with the healthcare system. We might ask, "Was there a time when you were able to help drive technological development for the betterment of others?" We also ask whether they've applied cost-effective technology to solve business problems rather than installing technology for technological advancement. As a fast and dynamic company, we also ask about their ability to take action rather than wait for approval.

"We find that new hires are more successful when they were referred by another employee."

Do you hire from certain industries?

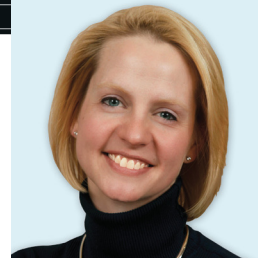
For the IT department, we hire from all industries, but because of our great need for deep data and analytics skills, we're especially interested in experienced hires

from consumer companies. That industry has been investing in big data and listening to their customers for years. HMS can offer this highly sought-after talent a mission that focuses on making a difference in people's lives by creating value in the healthcare system.

Do you put each hire through an online assessment for interpersonal and cultural fit?

We use these tools more at the senior leadership level than middle management or college hiring. They offer some value, but I find the input of my peers and my team to be of greatest value. They know the culture and the team dynamics best and can provide me with the feedback I need to make a hiring decision. I'm not necessarily looking for unanimity, but the feedback also helps reinforce our culture. An online assessment tool can't do this. Generally, we like our talent-acquisition process to include panel interviews and peer feedback so that we listen to all inputs to find the best employee fit for our team.

Phil Schneidermeyer is a partner with Heidrick & Struggles, where he specializes in recruiting CIOs and CTOs for all industries.



Vetting Moral Courage

Ask probing questions to discern whether your job candidates have the integrity to make unpopular-but-necessary decisions **BY KRISTEN LAMOREAUX**

Most of us have physical courage, retired Marine Corps Col. Anthony Wood told a recent gathering of CIOs. “But there is another type of courage, one that in my experience is less common: moral courage. My simple definition is doing or saying what is right or needed, knowing it could be unpopular or even damaging to you.” He also made clear that moral courage includes a dose of human understanding.

Wood knows something about courage: He led the U.S. evacuation of Saigon in 1975 (remember the pictures of helicopters on rooftops?). His lecture was, for me, one of those “Aha” moments. Everything we talk about today as key to being a good leader—accountability, integrity and conviction, balanced with empathy and humility—was summed up in those two words: moral courage.

As hiring managers, we tend to assume that the personable applicant before us will have all of those characteristics. But there’s a danger that we’ll fail to ask the probing questions that could confirm the candidate has those traits. “I don’t think people hold soft skills in high enough regard. They get too caught up trying to hire the biggest egghead in the store,” says retired military officer Salvatore Abano, who is also SVP and global CIO for insurer Tower Group Companies.

How can a hiring manager assess a candidate’s moral courage? Abano listens for clues that the applicant will fit Tower’s culture, which requires high integrity and a “we, not I” mind-set.

Another approach is to ask the classic interview question: “What’s the most unpopular decision you made and why did you make it?” But Abano goes further, probing to discover a candidate’s thought patterns and motivations. “I will test their humility by giving my definition of leadership and then gauging their body language and facial expressions,” he says. “If I get a ‘hmm’ answer or discomfort, I know they don’t get it. If I get a smile or an expression

of calm, I start to think there’s opportunity for this person.”

Military officers are trained “to be able to explain the rationale of your decisions and how to have the spine to identify and correct things that are wrong,” Abano says. “It’s harder in the current corporate America culture to call out something as wrong if your boss is explosive or if you don’t feel safe.” But he maintains that leaders must create a culture where employees are held accountable, empowered to innovate and feel safe enough to acknowledge mistakes.

Michelle Tillis Lederman, author of *The 11 Laws of Likability* and a new book for veterans called *Heroes Get Hired*, says interviewers often neglect to evaluate moral courage, “but the skill should not be undervalued.” She notes that moral courage takes different forms in the battlefield and in the boardroom. “In the civilian workplace, moral courage means you know when to speak up and stand up for something you feel strongly about. It means taking a risk, and thinking outside the box, when the easy and safe thing is not the right thing for the company or client.”

Lederman adds that moral courage can produce corporate benefits. “It is the courage that leads to the next innovative idea,” she says. “It can be the difference between a solid brand with customer goodwill and a lawsuit.”

Whether candidates have honed these skills in the military or in the corporate ranks, hiring managers need to identify and assess those attributes that are vital to successful leadership at their company.

Abano was emphatic: “You can’t just do the job; it’s always more than that. You have to do what’s right. If you don’t have a person with moral courage balanced with compassion, you’re just going to get someone who is going to punch a card, get along, and go home—and that’s not the makeup of today’s leader.”

Kristen Lamoreaux is president and CEO of Lamoreaux Search, which finds IT professionals for hiring managers.

Moral courage can lead to innovative ideas, strong brands and customer goodwill.