



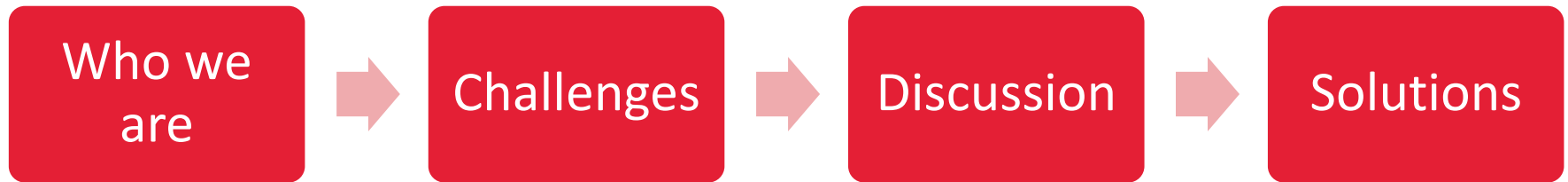
CardinalHealth
Essential to care™

Scaling without Dilution

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Overview



Who we are



Program Management Team



Tina Gonzalez



Shanon Phillips

Cardinal Health



Nearly
50,000
employees
worldwide

#16
on the
Fortune 500

\$130B+
annual revenue



EMERGE Program

84 participants



9 functions



23 US locations



3 years



Our challenge



1

Our path forward —————
Essential to care™

2



3



Discussion Question

What have you done to ensure your program's quality does not go down and your scalability goes up?



Our Solution



Simplify

- Evaluated work we are doing today to determine if, how, and where it will be done in the future
- Remaining work was simple and straightforward
- New model enhanced the overall participant and manager experience

Standardize

- Mentoring program
- Steering Committee Liaison
- Functional Ambassador
- Functional Roadmaps
- Year 3 Talent Expo

Discussion Question

How do you determine the roles and responsibilities in your program are with the right stakeholders?



Our Solution

DEFINED STAKEHOLDER ROLES



Rotation Manager

Create development opportunities by way of challenging and robust rotational experiences that reinforce functional long-term talent strategy.



Steering Committee

Establish vision and direction of functional program in alignment with long-term talent strategy. Reinforce through purposeful program recruitment, rotation identification, connection and advocacy.



Program Management

Govern program framework, guidelines, and curriculum to support the long-term talent strategy of the organization.

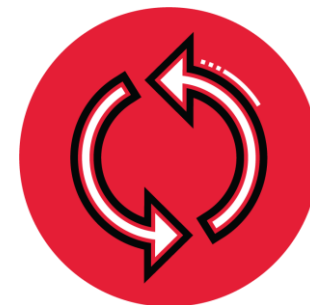


Participant

Accelerate leadership capability through diverse, intentional experiences to strengthen the long-term talent pipeline within a functional discipline.



Our Solution



ASSIGNED A LEVEL OF OWNERSHIP

Full
Ownership

Shared
Ownership

Facilitation

Support

Program Management



Govern program framework, guidelines, and curriculum to support the long-term talent strategy of the organization.

**Development
Design**
Full ownership

HR Processes
Full ownership

**Program
Governance**
Shared ownership
with Steering
Committee

Mentoring
Facilitation

**Rotation
Identification**
Facilitation

Graduation
Facilitation

Program Management

Govern program framework, guidelines, and curriculum to support the long-term talent strategy of the organization.



Mentoring

Facilitation

- Kick off mentoring process in Q1 annually
- Partnership with MentorcliQ to determine matching rules, goals, and program structure – different functional area, hipo/per managers and directors, and EMERGE alumni in good standing
- Submit mentor/mentee emails in MentorcliQ platform for enrollment
- Run smart matching algorithm and pair mentors and mentees in system
- Re-match participants if mentor leaves organization or is non-responsive
- Analyze reporting metrics to determine engagement, satisfaction, topics discussed, and competencies gained
- Modify program as needed to fit business/participant needs
- Share mentoring success stories across the business

Rotation Identification

Facilitation

- Kick off process in Q2 annually
- Outline framework, roles, expectations, timelines, goals and checkpoints
- Provide all tools and resources – participant experiences outlined, editable preferencing matrices, job description templates
- Schedule meeting cadence – Q2 kick off, Q3 check in, between Q3/4 finalization
- Facilitate discussions
- Provide finalized email communication of role placement to participants and managers outlining next steps
- Ownership of relocation information after placements occur

Program Governance

Shared ownership with Steering Committee

- Ownership of program wide communications
- Train, reinforce, and track of program requirements
- Continuous evolution and governance of program structure based on business need and talent strategy
- Maintain consistency and integrity of program processes and structure across all functions
- Update necessary stakeholders of any program structure changes and providing training as needed
- Partner with Talent Management leadership to determine Steering Committee members and Executive Sponsor – ownership of relationship

Graduation

Facilitation

- Partner with Talent Acquisition and internal Compensation to provide tools, resources, and contacts for Y3s getting ready to land post-program roles
- Train rotation managers, TA, and participants on timeline and process
- Schedule, design, and facilitate graduation series in Q3 to cover talent cards, resumes, interviewing, negotiations, career story, etc.
- Provide weekly open role report to Y3s
- Track Y3 progress and intervene as needed



Development Design

Full ownership

- Design and execution of Day 1 experience, onboarding, fall, and spring conferences
- Book conference locations and venue approx. 12 months in advance based on participant size and needs
- Partner with Meetings & Events on contracting and logistics
- Design conference curriculum based on business need, gap areas, and building competencies
- Work with Learning & Delivery on course design
- Partner with business leaders on business acumen sessions and case studies
- Collaborate with outside vendors for differentiated experiences
- Engage senior leaders to participate in sessions, networking, and celebrations
- Involve A/V for tech support
- Execute on conferences to focus on cross-functional connection, business acumen, personal/professional development, community service, leadership, group projects
- Additional ad hoc training as necessary for large scale program development – ie. Kaizen, presenting with confidence, etc.

HR Processes

Full Ownership

- Submit mass transfer of participants in Workday annually
- Partner with relocation expert in Talent Acquisition to ensure all necessary participant information is received
- Collaborate with internal comp and College Relations to provide starting salary recommendations based on market
- Communicate program driven promotional increases to participants
- Validate cost center information for appropriate allocation of program expenses
- Own program metrics, surveys, and reporting. Provide to necessary stakeholders and highlight impacts, size, and scope of program
- Administer assessments (Hogan, StrengthsFinder, 360)

Employee Lifecycle

Support

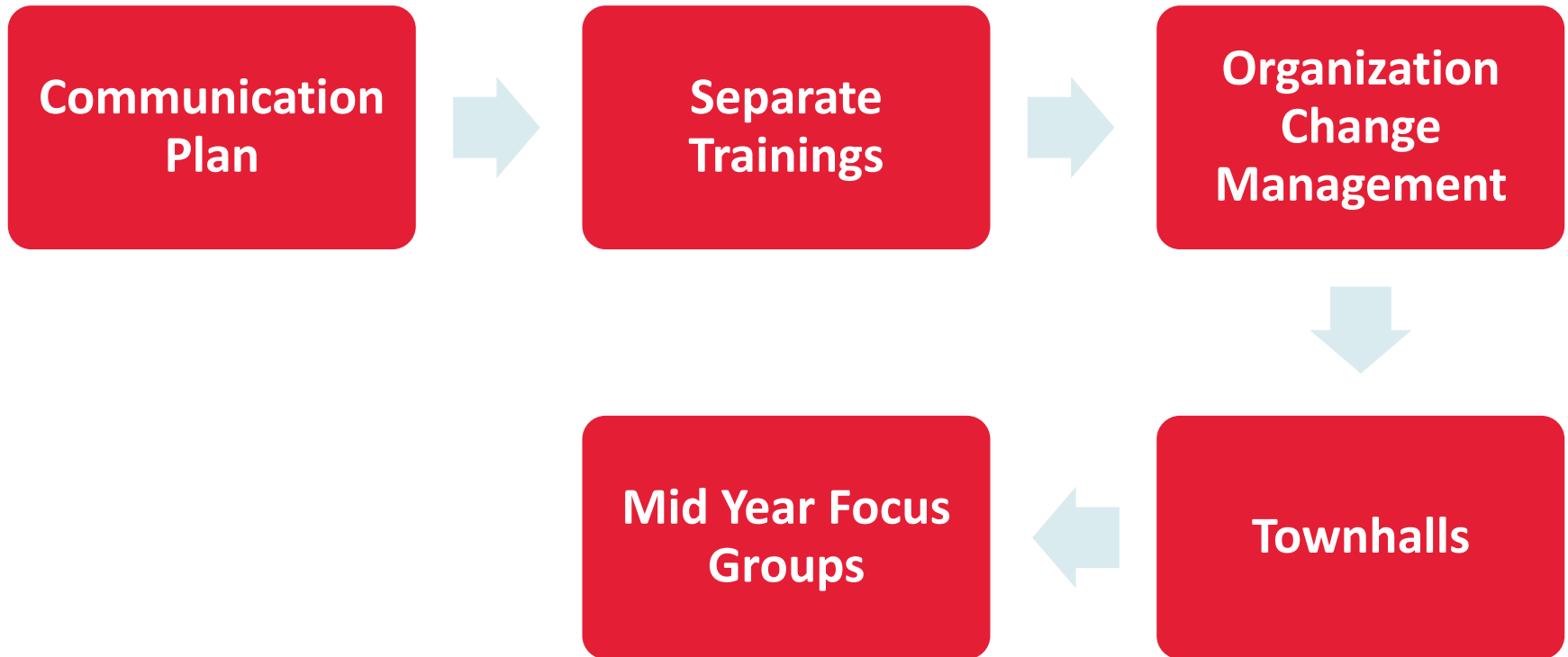
- Attend intern sessions to introduce program
- Participate in recruiting dinners and interview days to provide program overview
- Facilitate internal nomination process
- Issue repayment obligations and exit interview for terminating participants
- Engage program alumni through LDAN, mentoring, conferences, manager opportunities

Discussion Question

How do you effectively roll out changes to stakeholders?



Our Solution



Training Scenarios

Steering Committee

- Manager wants a program role in the next FY, who do they go to?
- Participant would like to explore rotation not currently in the program

Rotation Manager

- You have an EMERGE participant who is underperforming. What steps should you take?
- Your participant asks for preferencing advice for next role, what should you tell them?

Participant

- A participant is not being supported by rotation manager to complete program requirements
- Participant is looking for additional trainings and development

Scenario 1



Manager wants an EMERGE role for next FY, who do they go to?

Previous State

- Manager may have engaged with PM or SC to discuss

New State

- Manager should connect with SC Chair to discuss role responsibilities, and budget to determine if the role aligns with program goals
- SC Chair provides recommendation to committee



Elephants in the Room

How has Program Management's role changed in the new model?

How will EMERGE stakeholders be held accountable in the new model?

What are the responsibilities of the Steering Committee Liaison and Functional Ambassador? How will these roles enhance my EMERGE experience?

What are the benefits of having an EMERGE Program Mentor?



Key takeaways

- ✓ Optimize the program to allow for focus on long term talent strategy versus fulfilling short term needs
- ✓ Prioritize work to ensure roles and responsibilities are with the right stakeholders
- ✓ Simplified and standardized processes allow for scalability and ensure every participant will receive the same great program experience



Questions?



Thank you!

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