

JEFF HIGGINS

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EXPERIENCE:

CEO, Human Capital Management Institute (June 2009 – current). *Leading edge Human Capital Analytics-Workforce Planning Software(SOLVE), training and consulting. Lead 10-20 staff.*

- Lead organization to achieve global thought leadership in predictive workforce analytics and planning.
- Development of advanced workforce analytics and planning products, solutions and services.
- 10+ years training organizations in workforce planning, metrics and analytics. Basic-Advanced courses.
- Establish partnerships with various technology, consulting and benchmarking organizations globally.

Adjunct Professor, University of Southern California(USC), (part time, 2020 – current).

Master's degree course in Data Science & Operations(DSO) of USC's Marshall School of Business.

- *Creator and instructor for HR and People Analytics Masters's level course for MBA's and MSBA's*

Member ISO Technical Committee(TC260) on HR Standards (June 2011 – current)

- Lead US architect of ISO30414 - Guidelines for internal & external human capital reporting (Dec, 2018)
- Member of ISO Working Group Two (WG-2) which released 12 technical specification standards in support of ISO30414

Executive Vice President Client Services, North America – Infohrm Group Inc.

(October 2007 – May 2009). *A privately held world leader in workforce analytics and planning based in Brisbane, Australia with 130 employees. Managed 20+ staff.*

- Led 20 consultants, responsible for \$8.0 million in consulting and training revenue.
- Development architect of award winning “What-If Analytic” Workforce Planning tool.
- Created reporting/product team to sell reporting/benchmark/analysis products, created \$250k 1st yr. revenue
- Launched industry consortia group focused communities to sell custom reports/services.
- Leadership, Trainer and Designer of 7 new Infohrm Academy analytics/planning training workshops.
- Led metrics rationalization project redefining workforce metrics linking HR and financial measures.
- Hired and trained world class talent for consulting and technical positions across Infohrm North America.

Executive Vice President Workforce Planning – Countrywide Financial Corp. (March

2007 – October 2007). *A Fortune 100 financial services company with 60,000 employees based in Calabasas, CA. Managed 10+ staff.*

- Led enterprise workforce planning efforts across all business units and projects to build workforce planning skills and competencies partnering with HR, corporate real estate, tax corporate and business units.
- Led enterprise recruiting center of excellence (COE) recruiting organization hiring 25,000 people annually.

Vice President, Compensation and HR Operations - The Irvine Company (May 2005 –

March 2007). *A multi-billion dollar privately held company in real estate development, management and investment, based in Irvine CA. Manage 16+ staff.*

Strategic leadership for Compensation, Benefits, HR Information Systems (HRIS) and Payroll company-wide.

- **Compensation** of board, executives and employees. Aggressive benchmarking and new plan design.
- **Benefits** including health and welfare, retirement, and compliance (HIPPA, FMLA, etc.).
- **HRIS** responsibility for automation, data warehousing, SAP ERP implementation leader and reporting.
- **Payroll** integration and shared services plus acquisition integration and best practices sharing.
- **Workforce Planning** forecast FTE's, wages, benefits, bonus, turnover, mobility and market trends.

EXPERIENCE: (Continued)

Vice President Performance Management, Metrics and Compensation - IndyMac

Bancorp, Inc. (November 2001 – May 2005). *A publicly traded mortgage bank (NYSE symbol NDE), with 7,000+ employees in Pasadena CA. Managed 8-10 staff.*

Performance Management: Achieved “Pay for Performance” with web-based system integrating bonus MBO goals, evaluations, salary + bonus administration. Achieved 6 week review process, 99% completion, and \$400k tax savings.

Metrics: Created IndyMac human capital metrics analysis as a dedicated internal consulting team.

- Turnover metrics correlation studies, customized turnover benchmarking, analysis and reporting.
- Human Capital metrics benchmarking via PWC Saratoga Institute + Corporate Leadership Council (CLC).
- Recruiting costs correlation study and profiling, sales-force profiling and correlation studies.

Compensation: Corporate practice leadership for commission plans, job analysis and surveys.

- Led internal compensation committee on incentive compensation best practices, bonus/incentive standards.

Standards and Frameworks: Architected standards for HR transactions, reporting and process automation.

- New job code system, salary ranges, titles(650+ titles reduced to 110), job descriptions, job requirements.
- Co-led HR acquisition integration teams and FLSA studies.

CFO, Klune Industries (December 2000 – September 2001). *A \$60 million North Hollywood, California, based aerospace company with 500 employees. Managed Finance, IT, government contract accounting (FAR/CAS) compliance and audits. Managed 15 staff.*

- Completed two acquisitions in 6 months - negotiation, valuation, due diligence and initial integration.
- Introduced standard financial reporting, cost accounting by product line/business, customer profitability.
- Company finances and banking relationships. Negotiated new loans and lines-of-credit of \$8+ million.
- Cash Flow - established daily/weekly/monthly controls plus cash flow forecasting by expense type.
- Created a company-wide incentive compensation program for all employees and key management.

Johnson & Johnson - Biosense Webster US Operating Company (August 1994 –

December 2000). *A \$500+ million global sales, medical device developer, manufacturer, and seller of Electro-physiology systems and catheters in Diamond Bar, California.*

Balanced Scorecard Initiative Project Director. Co-led 30-person team to develop a company-wide Balanced scorecard tool of financial/non-financial measures, driving accountability and “Balanced” decision making.

US Project Director – Juarez MFG Transfer Team. Cross-functional transfer team leader, began production 4 months after start moving 8 product lines in <20 months for annual savings of \$10+ million per year.

Division Controller. Leadership of Accounting/Finance in a high growth company (35%+ CAGR), Business partner driving company strategic and operating objectives. Managed 10-12 staff.

- Hired, trained, developed finance team, leading to outstanding 1998 internal JNJ audit.
- JNJ Investment community presentations and analysis preparation.

EXPERIENCE: (Continued)

Johnson & Johnson - Biosense Webster Operating Company (August 1994 – Dec 2000).

- M&A acquisition analysis, due diligence and integration for Biosense and Atrionics acquisitions.
- System automation, process re-design, reporting and analysis projects building growth infrastructure.
- Design of company-wide incentive compensation program matrix implemented in 2000.
- Co-leader of Global low cost MFG study resulting in off-shoring MFG to Juarez Mexico site.

Automated financial reporting/budget process in TM1 OLAP Cube by IBM, for 1-day close, 2-day reporting.
Manager, Finance and Cost Accounting. Managed 3 professional staff.

- Financial analysis – multi-scenario ROI, cash flow, profitability analyses on new products.
- Established internal and corporate financial reporting – cash flow, capital, sales reporting, P&L forecasting.
- Preparation of annual budget, strategic plan and R&D 5 year development plan.
- Implemented STD costs, MFG variance reporting/analysis, inventory control with 99% accuracy

Baxter International Inc., I.V. Systems Division (October 1992 – August 1994). *MFG plant Mexicali, Mexico. ISO 9001 Manufacturer of Respiratory and Anesthesia products for \$1 billion sales division.*

Project Manager – MFG/Operations Accounting. Internal consulting / training / development for accounting staff in cost accounting, internal controls, capital spending, fixed assets, Baxter policies & procedures.

- Preparation of annual budget, strategic plan and R&D 5 year development plan.
- Creation of Activity Based Costing drivers in operations reporting, forecasting and planning.
- ERP system implementation finance lead, performance reporting, cost reduction and scenario analysis.

Baxter International Inc., Pharmaseal, Division (January 1991 – October 1992).

Respiratory/Anesthesia Systems business unit (RAS) in Valencia, CA., with \$200 million annual sales.

- Lead development of annual Operating Plan System Project (OPBS), proprietary database budget tool.
- Training and development of MFG plants on Baxter's financial and operating plan requirements.

Re-engineering Project Lead. Accounting and budget for \$35 million global (RAS) restructuring budget.

- Product line and structure location/cost reduction analysis, for multi-site global MFG operations.

B. Braun McGaw, formerly Kendall McGaw, Inc. *A \$220 million Division of Colgate-Palmolive with multi-site IV solution manufacturing of bags and sets and fluid control devices, in Irvine, California. Managed 3 staff.*

Lead Financial Analyst. Managed 1 - 3 staff.

- LBO Cash Flow analysis, consolidations and financial reporting for management. LBO's in 1989 and 1990 Sweeney Group. Lead analyst for PC based analytic tool development plus strategic plan and annual operating plan and forecasting.

Cost Accountant and A/P Supervisor. Managed 2 A/P staff procuring \$40 million annually.

- Saved \$100k with cash discount ROI analysis, adopted as company best practice.
- Inventory tracking/reconciliation, standard costing, inventory and special project analysis (COGEN II).

EDUCATION:

MBA - Marshall School of Business, University of Southern California (USC)

Masters of Business Administration Program (MBA).

Bachelor of Science Degree Majors, Utah State University (USU)

Accounting, Finance and Management Information Systems (M.I.S.), minor in economics.

Articles and white papers from 2011 thru 2021 available upon request (*25+ articles, white papers, case studies*).

PRESENTATIONS (partial list):

- **PAYCHEX Annual Business User Conference: Bringing HR and Finance together with data driven decision making**, June 2021
- **Center for Talent Reporting Annual Conference: Linking Human Capital to Financial Returns, and Human Capital Reporting and Disclosure, SEC rules and ISO Standards, February 2015, February 2016, February 2017, February 2018, October 2020**

- **Predictive Analytics and the Future of Work(PAFOW) Conference San Francisco, CA:** *Human Capital Reporting, Coming Soon to an Organization Near You* , January 2018, January 2019, January 2020, January 2021
- **CFO Live Conference:** *People Power, Linking Human Capital to Business Results*, New York, NY, November 2019
- **Conference Board Human Capital Analytics Conference:** Case Study: *JetBlue Airways Employee-Customer-Profit Chain*, October New York, November San Diego 2010.
- **HR Technology Conference and Expo:** Co-presentation with Dr. Jac Fitz-enz, *Workforce Intelligence through Data Integration*, October, 2010.
- **San Diego Society for Industrial/Organizational Psychology (SDIOP):** *Experiences in Applying Workforce Analytics and Predictive Modeling*, May 2009.
- **Canadian Total Rewards Conference:** *The Future of Workforce Planning*, November 2008.
- **Infohrm North America Annual Conference:** *The State of Workforce Analytics*, keynote speech, October 2008.
- **Infohrm Asia Pacific Annual Conference:** *Experiences in Applying Workforce Analytics and Predictive Modeling*, keynote speech, August 2008
- **Infohrm Workforce Planning Summit:** *The Future of Workforce Planning*, keynote speech, May 2008.
- **British Columbia Human Resources Management Association (BCHRMA):** *The Importance of Workforce Measurement to the HR Business Partner*, May 2008.
- **Infohrm webinar:** *The Future of Workforce Planning*, March 2008.
- **HR.com Employers of Excellence Conference:** *Workforce Planning and Predictive Modeling: Unleashing The New Human Capital Management Tools*, October 2007.
- **Infohrm North America Annual Conference:** *Predictive Modeling, Workforce Planning and Killer Metrics*, keynote speech, September 2007.
- **Infohrm Workforce Planning Summit:** *Workforce Planning and Analytic: How They Fit*, keynote speech, May 2007.
- **Human Capital Institute (HCI) webinar:** *Talent Management and Pay for Performance: Money Talks, What Compensation says about your Talent*, March 2007.
- **Human Capital Institute (HCI) webinar:** *Integrated Performance Management: Learn, Pay, and Stay*, co-presented with Will Roth from Textron Corp., Bob Angel from Gilford Group and Stacy Epstein from SuccessFactors, November 2006.
- **HR.com Employers of Excellence Conference:** *The HR Journey from Metrics to Analytics to Company Strategy*, October 2006.
- **Human Capital Institute (HCI) webinar:** *The HR Journey from Metrics to Analytics to Company Strategy: How to leverage Human Capital Analytics to make decisions and manage the workforce*, October 2006.
- **Human Capital Institute (HCI) webinar:** *Changing the Talent Equation: Moving from a "Cost-centric" to an "Asset-based" View of Talent*, presented in partnership with HCI, April 2006.
- **Orange County Compensation and Benefits Association (OCCABA):** *Leveraging Human Capital Analytics to Drive Corporate Strategy*, September 2005.
- **Corporate Leadership Council Solutions First Annual Workforce Analytics Conference:** *Solving the Human Capital Equation: Leveraging Human Capital Analytics to Drive Corporate Strategy*, keynote speaker, May 2005.

PRESENTATIONS: (Continued)

- **Los Angeles Compensation and Benefits Association (LACABA):** *Does Pay Drive Culture or Does Culture Drive Pay: Compensation as a Lever of Change*, May 2005.
- **Annual PricewaterhouseCoopers (PWC) Saratoga Institute Annual Conference: How HR talks to Wall Street:** *Employee Turnover: Identifying Drivers, Challenging Misconceptions, and Measuring Results*, October 2004.

PUBLICATIONS (partial list):

- White Paper: “*Human Capital Financial Statements*,” published by Human Capital Management Institute (HCMI), March 2011.
- White Paper: “*Top Five Metrics for Workforce Analytics*,” published by Human Concepts and Human Capital Management Institute (HCMI), March 2011.
- White Paper: “*Managing an Organization’s Biggest Cost: The Workforce*,” published by Human Concepts and Human Capital Management Institute (HCMI), September 2009.
- Article: “*Everyone is a Star but Productivity Sucks*,” published by Human Capital Management Institute (HCMI), September 2009.
- Blog: “*How Analytics is like the Human Body*,” published by Human Capital Management Institute (HCMI) September 2009.
- Article: “*Employee Referrals: Pot of Gold or Lead Weight? Only Your Data Knows*,” published by International Association for Human Resource Information Management (IHRIM), April 2009.
- Quoted story: “*Why Employees are like Napkins*,” published by CFO.com, January 2009.
- White Paper: “*Changing the Talent Equation: Moving from a ‘Cost-centric’ to an ‘Asset-based’ View of Talent*,” created and published in conjunction with the Human Capital Institute, April 2006.
- Quoted story and presentation charts: “*The Turnover Myth*,” published by Workforce Management magazine, June 2005.

ADVISORY BOARDS:

Center for Talent Reporting (CTR), Board of Directors, 2012-2020

Human Capital Institute (HCI) National, Advisory Board, 2006 - 2008.

Founding Member, Price Waterhouse/Saratoga Institute, Advisory Board, 2004 - 2006.

Member Mortgage Banking Association, Compensation, Advisory Committee, 2003 - 2005.

CERTIFICATIONS:

Six Sigma Green Belt qualified IndyMac Bank Six Sigma Program, 2002.

Certified Total Quality Management Trainer TQM training program from Delta Point group, 1999.

Biosense-Webster US Savings Bond Campaign Chairman 70%+ participation, 1998.

McGaw Quality College Graduate Deming Total Quality Mgmt Principles(TQM) 400 training hours, 1990.

AWARDS & INTERESTS:

Johnson & Johnson “Achievement Award” Recipient of outstanding business contribution, 1997.

Black Belt Tae-Kwon-Do, 1997.

Lieutenant, California ARMY National Guard Resigned February 1992, 6 years with US ARMY. Extensive training and experience in leadership, teamwork and people development.