Solution Provider Profile

EPAM Systems

October 2022

EPAM CONTINUUM

Company At-a-Glance	
Name of Product/Offered	EPAM Systems | Talent Enablement & Transformation Services
Headquarters	Newtown, PA USA
Year Founded	1993
Geographic Coverage	50+ countries & regions (North America, Latin America, Europe, CIS and APAC)
Industries	Healthcare and life sciences, business information services, financial services, insurance, retail, travel and hospitality, automotive and manufacturing, media, telecom and entertainment, software and hi-tech, energy and utilities, education industry
Website	https://www.epam.com/services/consult-and- design/organizational-enablement/talent-enablement

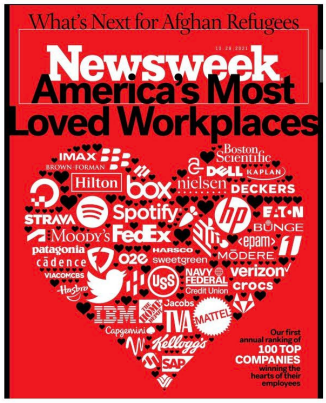
EPAM OVERVIEW AND VALUE PROPOSITION

Technical skill gaps are some of the most significant issues plaguing business leaders across industries and threatening successful digital transformation (McKinsey). This is our focus area.

EPAM Systems Inc. (NYSE: EPAM), is a leading digital transformation services and product engineering company with expertise in technology, digital, data, product, and innovation. In the past 30 years, we've grown organically from a small garage business to a global, 60k-employee organization with virtually no advertising or brand recognition. How? By hiring, developing, and retaining world-class technology talent. Early on, EPAM leaders realized people are the secret to business agility and have invested heavily in developing a continuous learning culture, skills-based hiring and talent management, and proprietary talent-related platforms and tools.

© 2022 Brandon Hall Group. Not licensed for distribution.

Our business strategy hinges on attracting, retaining, and developing best-in-class talent



EPAM CONTINUUM

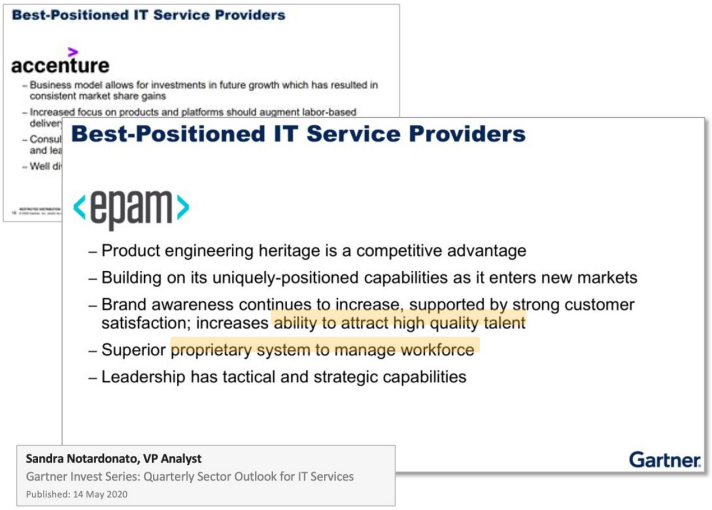
IT TALENT ACCELERATORS

EPAM's approach to talent is known in the industry

Gartner Quarterly Sector Outlook for IT Services, May 2020

Gartner Invest presents the various growth scenarios that may unfold in 2020 and an updated view of the longer-term outlook, based on inputs from the buyer market, vendor ecosystem, and service providers. Gartner analyst Sandra Notardonato shares the most recent market share data with a focus on the future performance of the industry's competitors.

Research Universe
Accenture, EPAM, Genpact, Infosys, TCS, WNS, Capgemini, CGI, Cognizant, EXL, HCL, IBM, Wipro, Conduet, DXC



EPAM CONTINUUM

Clients increasingly asked us how they could create continuous learning and talent cultures like ours. Recently, EPAM Continuum, the consulting arm of EPAM Systems, began sharing EPAM's approach and resources – content, practical exercises, mentorship model, competency matrices, skill assessments, and proprietary people platforms – as customizable accelerators to help clients cultivate top technical talent and grow leaders at all levels. We also created a series of education programs for technology practitioners, executives in the business and IT, and employees across the business, based on EPAM's technical expertise and practical, on-the-ground insights.

© 2022 Brandon Hall Group. Not licensed for distribution.

Our talent enablement & transformation services help companies digitally transform their businesses by developing employees' technical knowledge, skills, mindset, and agile ways of working. Our specialty is education and professional growth to support clients' technical, digital, data, and product enablement activities. We offer a broad set of organizational enablers built on EPAM expertise, including technical and leadership training; accelerators for hiring, developing, and retaining tech employees; and talent management platforms and tooling.

HOW WE IMPACT OUR CLIENT'S BUSINESS

Our talent enablement and transformation solutions blend EPAM's digital expertise with insights from learning science, technology and business consulting, and organizational change management. This integrated approach secures results:

- Executives and senior leaders with the technical and management skills necessary to drive transformation in their organizations
- Technology, digital, data, product, and innovation professionals with cutting edge skills
- Shared language, understanding, and vision for change between IT and the business
- Improved hiring and retention statistics for technical roles
- Increased motivation for employees to learn continuously

OUR DIFFERENTIATORS

We are not a training firm. We know what it takes to find, develop, and retain high-quality technology leaders and individuals because this is what we do for ourselves every day. Experts from learning science, instructional design, organizational psychology, and human capital augment our technical expertise. The result is education and talent enablement programs designed for technologists by technologists that really work to drive learning and impact.

A tested approach that works. It took us a while, with a couple of lessons learned, to figure out the best way to orient and drive employee skill development at EPAM. But the outcome was worth the effort because now we have an approach that works—and as the awards and industry recognition to back it up. All the solutions and services we provide to clients are what we use to educate, engage, and enable our own talent or, in the case of executive education, are grounded in what we have seen work with industry leaders.

Focus on learning and impact. We are committed to helping clients achieve quantifiable impact from our solutions and services. Rather than tracking number of participants, satisfaction, or self-reported learning, we focus on lesson common metrics like objectively measured growth in knowledge, behavior change, self-efficacy, software defect and velocity rates, and improved role-fit indices. We also track business-aligned qualitative metrics (e.g., perceived increases in communication amongst leaders, better technical reasoning for budget requests) and completed business tasks (e.g., updated technology strategy, prioritized backlog creation, six-month

implementation plan delivery). This approach is distinctive and allows us to better track and demonstrate ROI.

Tailored solutions and programs. Learning and change happens best when messages are tailored to the audience. In addition to role-specific education programs—executives and engineers need to learn different things about cloud technologies, for instance—we customize our offerings to clients' industries and organizations. For learning programs, we select examples and case studies from our library that speak to our client. And when we develop resources for hiring, managing, and developing talent, we start with what we do at EPAM but customize everything for the client's business strategy and ecosystem.

DETAILS ON OUR CORE FOCUS AREAS

IT Executive Education

Transformation starts from the top

According to McKinsey, technology leaders are an important and often overlooked group that needs upskilling to support digital transformation. We offer a unique enablement program for IT leaders that combines proprietary executive-level technical and leadership education with technology maturity assessments and coaching from EPAM's CIO Advisory and Technology Consulting practices.

Interactive, online content draws on EPAM insights gained from watching what business and IT leaders in the world's most advanced companies do to create competitive advantage by leveraging new technologies, data, a product approach, and ways of working—and how they rearchitect their organization to make the vision real. To make learning actionable, the content focuses on technical/digital imperatives from the perspective of key decision-making and vertical oversight, such as setting and refining tech strategy, balancing insourced and outsourced talent, determining and tracking the right impact metrics, and asking the right questions of leaders' teams.

We also align the curriculum to each client's unique strategy — ensuring the focus is on the areas of their business that are critical to success — and tailor examples and case studies to the appropriate industry or sector.

EXECUTIVE EDUCATION

Charting the path to the future requires more than vision—you need to understand where you are now so you can plan how to get there

VISIONING		ENABLING		PLANNING	
Understand what is possible	Refine your existing vision	Explore tech & data enablers	Determine current maturity	Define target maturity state	Create plan to move forward

The first step toward reimagining the business is aligning on where you're trying to go. EPAM experts will share insights on key emerging technologies and trends inside and outside of your industry. You will explore the implications for current and future customers then develop and prioritize use cases. Enabled with new information, your leaders will reimagine operations and think differently about the engaging with customers.

One half-day workshop

Bringing your vision to life requires groups to break the siloes, share, and work collaboratively. Your leaders will develop a shared lexicon and common foundational understanding of the critical technologies, data, process, and people-related imperatives you identified in phase one. You'll get a holistic view of where the organization stands today and understand how the different pieces of your vision block and support one another and where you can create force multipliers.

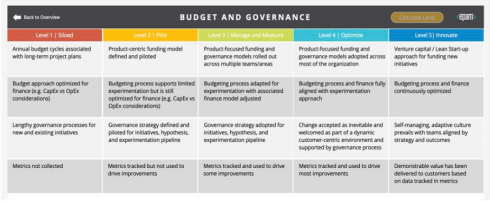
8-40 hours of content & 1-5, 2hr workshops

Knowing where you are helps you prepare for what comes next. Through a blend of workshops and coaching, you will develop a prioritized backlog of activities to mature and a 3–6-month implementation plan. We will help you think through the technical and cultural aspects of transformation, ideate with you on removing barriers to implementation, and share key insights and considerations for managing organizational change.

1-2 half-day workshops & 4+ hours of coaching

EXECUTIVE EDUCATION

Technology, business, and industry consultants help you translate learning into concrete action plans



Part of an Agile Maturity Model

Sample Vision Workshop Output

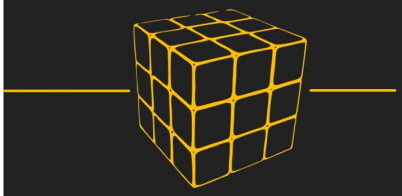
Portion of a Discovery Findings

© 2022 Brandon Hall Group. Not licensed for distribution.

EXECUTIVE EDUCATION

Use Art of the Possible to accelerate your strategic vision

The first step in the engagement is identifying topics that are critical to realizing your business strategy and technology vision. Typically, clients identify 3-6 primary areas of focus for their program, not including Leading Transformation. Each module is 8-10 hours of content.



EPAM CONTINUUM

SAMPLE LIST OF POSSIBLE TOPICS

Technology & Data*

- Cloud
- API and Microservices
- Big Data
- Internet of Things
- AI/ML
- Mobile
- UI/UX
- Augmented Reality
- Blockchain

Process & Mindset*

- Product Management
- DevOps
- Agile
- Site Reliability Engineering
- Automation
- Experience Design

The foundation of ATP is a ten-hour module entitled Leading Transformation. It covers critical leadership topics including

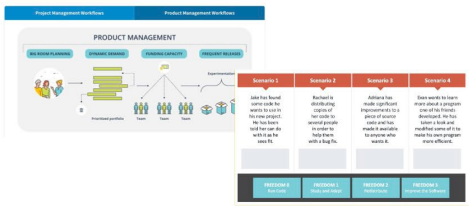
- Transformation Strategy & Business Case
- Operations & Financials
- Engagement & Adoption
- Capability Development
- Developer Experience
- Metrics & Measurement

EPAM Continuum Proprietary & Confidential. 25

EXECUTIVE EDUCATION

Learn on your schedule using EPAM's proprietary, leader-focused content

On-Demand, Bite-Sized Content is Presented in an Engaging Format



Leaders Exchange Ideas and Discuss with Peers

Reflection and Analysis Activities are Designed by Leaders for Leaders

Everything Is Hosted on EPAM's Mobile-Friendly Learning Platform

EPAM CONTINUUM

EPAM Continuum Proprietary & Confidential. 26

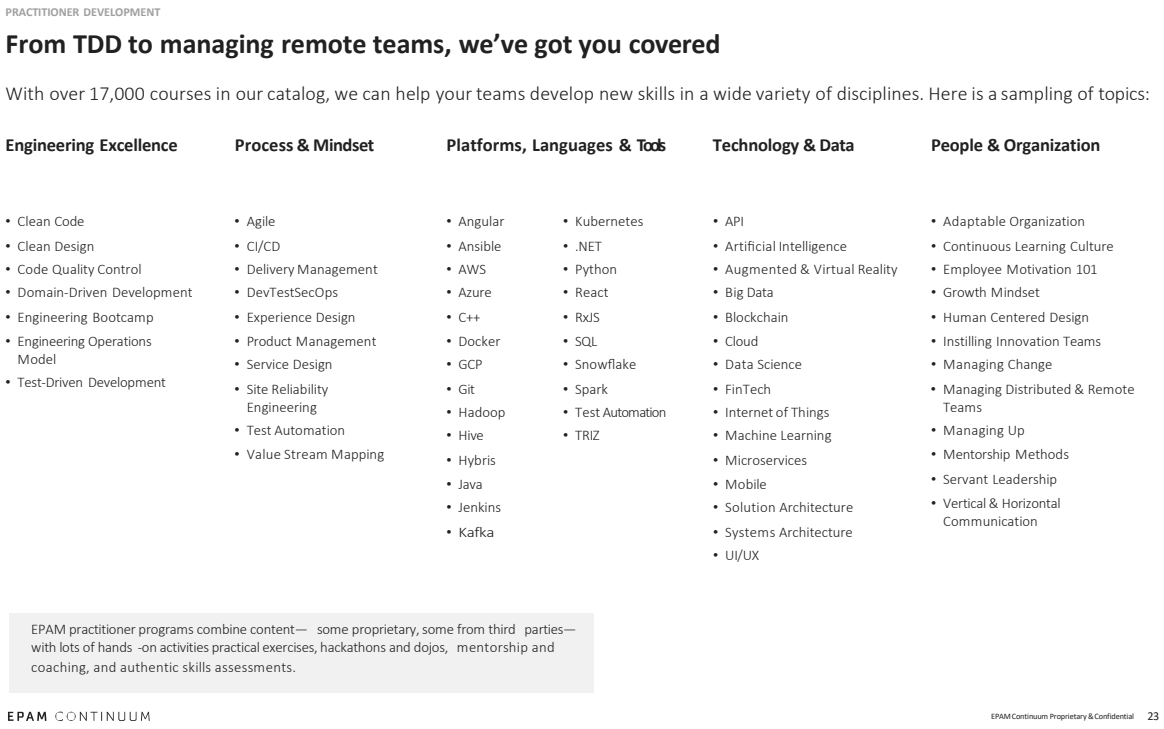
Practitioner Development

Recreate EPAM's culture of engineering excellence in your organization

At EPAM, we have created dozens of capability academies—long term, high-intensity learning programs that involve lots of on-the-job application, and sustained mentorship and feedback from practitioner-experts—and practice-heavy learning paths for all technology levels and roles. While some content for our learning programs is drawn from large content houses like

LinkedIn Learning, Udemy, Pivotal, and Pluralsight, our experts have created additional content to fill critical gaps or to show practical implementation. In some cases, we couldn't find the right content in the market, so we created entire learning programs.

EPAM Continuum helps clients develop their own practitioners by offering our learning paths and proprietary courses with clients, and then delivering them to learners and/or providing train-the-trainer and coach-the-coach programs so clients can implement without us. Like everything we offer, we tailor the courses and learning paths to meet client needs and align deliverables to what is needed for their organization. We also offer several ways to integrate learning programs into clients' projects, blending EPAM's technical delivery teams with our education practice to create a comprehensive model-coach-apply engagement that keeps projects moving during learning. Growth in knowledge and behavior change are assessed for individuals in all practitioner programs, and we often track team delivery metrics, too (see Engineer Excellence program description below).



PRACTITIONER DEVELOPMENT

From TDD to managing remote teams, we've got you covered

With over 17,000 courses in our catalog, we can help your teams develop new skills in a wide variety of disciplines. Here is a sampling of topics:

Engineering Excellence

- Clean Code
- Clean Design
- Code Quality Control
- Domain-Driven Development
- Engineering Bootcamp
- Engineering Operations Model
- Test-Driven Development

Process & Mindset

- Agile
- CI/CD
- Delivery Management
- DevTestSecOps
- Experience Design
- Product Management
- Service Design
- Site Reliability Engineering
- Test Automation
- Value Stream Mapping

Platforms, Languages & Tools

- Angular
- Ansible
- AWS
- Azure
- C++
- Docker
- GCP
- Git
- Hadoop
- Hive
- Hybris
- Java
- Jenkins
- Kafka
- Kubernetes
- .NET
- Python
- React
- RxJS
- SQL
- Snowflake
- Spark
- Test Automation
- TRIZ

Technology & Data

- API
- Artificial Intelligence
- Augmented & Virtual Reality
- Big Data
- Blockchain
- Cloud
- Data Science
- FinTech
- Internet of Things
- Machine Learning
- Microservices
- Mobile
- Solution Architecture
- Systems Architecture
- UI/UX

People & Organization

- Adaptable Organization
- Continuous Learning Culture
- Employee Motivation 101
- Growth Mindset
- Human Centered Design
- Instilling Innovation Teams
- Managing Change
- Managing Distributed & Remote Teams
- Managing Up
- Mentorship Methods
- Servant Leadership
- Vertical & Horizontal Communication

EPAM practitioner programs combine content— some proprietary, some from third parties— with lots of hands -on activities practical exercises, hackathons and dojos, mentorship and coaching, and authentic skills assessments.

EPAM CONTINUUM

EPAM Continuum Proprietary & Confidential 23

PRACTITIONER DEVELOPMENT

Choose the level of project integration that works best for you

Practitioner programs have the potential to make an immediate impact, but it's critical that they be directly tied to the reality of the organization and the learners' project work. We offer three models.

- **Supported Hybrid Team.** Participants partner with EPAM engineers on a delivery project and learn through practice and observation. There is a coach but no formal training.
- **Project-Agnostic Learning.** Participants learn in a formal program while working on their current projects. A coach/mentor is available to answer questions and offer suggestions on how to connect learning to individuals' specific projects.
- **Embedded-Project Learning.** Participants partner with EPAM engineers on a delivery project. An embedded coach/trainer facilitates a formal learning program and works with the participants to apply what they've learned to the project.

EPAM CONTINUUM

Three Options for Project Integration

	Supported Hybrid Teams	Project-Agnostic Learning	Embedded-Project Learning
Builds specific, project-related skills	✓		✓
Offers hands-on experience and knowledge application alongside experts	✓		✓
Ensures understanding of the developed technology solution	✓		✓
Builds a foundation of underlying concepts and processes		✓	✓
Provides a holistic view of why, when, and how skills are applied across projects		✓	✓
Creates a safe environment to practice, make mistakes, ask questions, and reflect		✓	✓

EPAM Continuum Proprietary & Confidential. 35

ENGINEERING EXCELLENCE PROGRAM

Learning is assessed by individual performance and overall improved engineering metrics

We define a list of key performance metrics for every team and measure those at least every month-long learning cycle so we can see trends and show outcomes of new skills developed

Metrics definition workshop

Resulting trends and outcomes of a learning cycle

RECOMMENDED SET OF METRICS

- Code Complexity
- Defect Density
- Defect Containment
- Velocity/Capacity
- Technical Debt
- Rework %

<epam>

CONFIDENTIAL. Copyright © 35

Digital Readiness Program

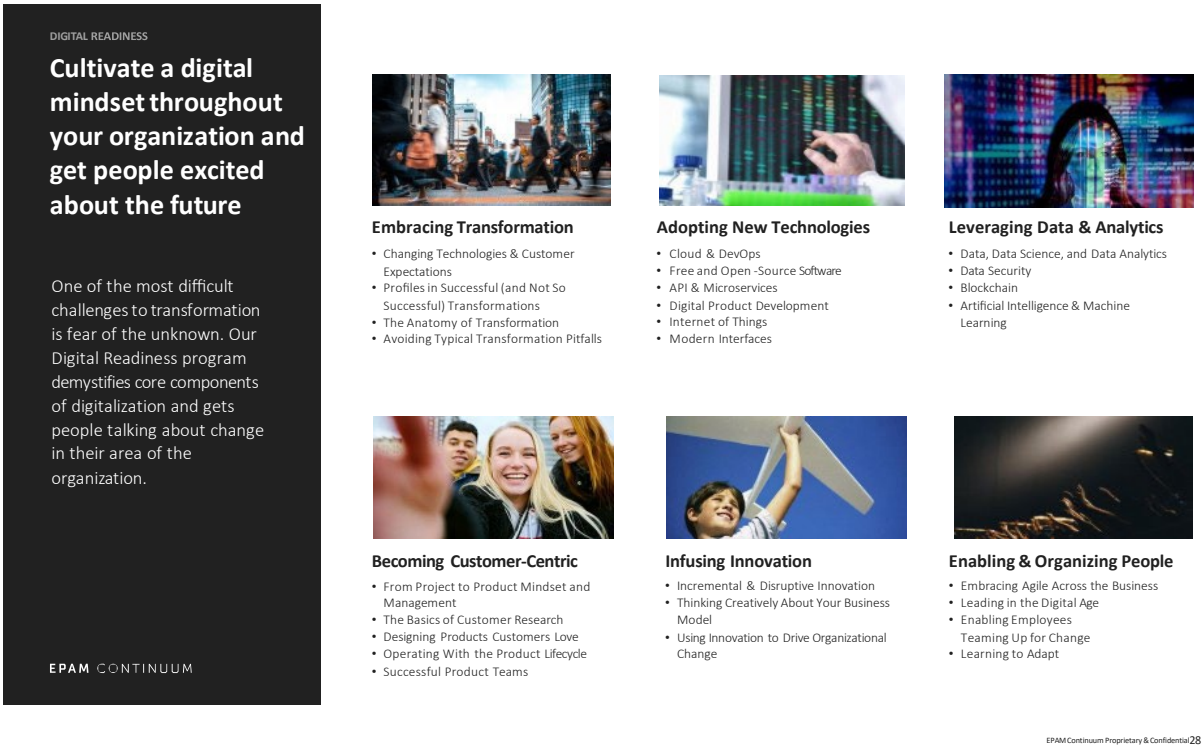
IT can't transform alone

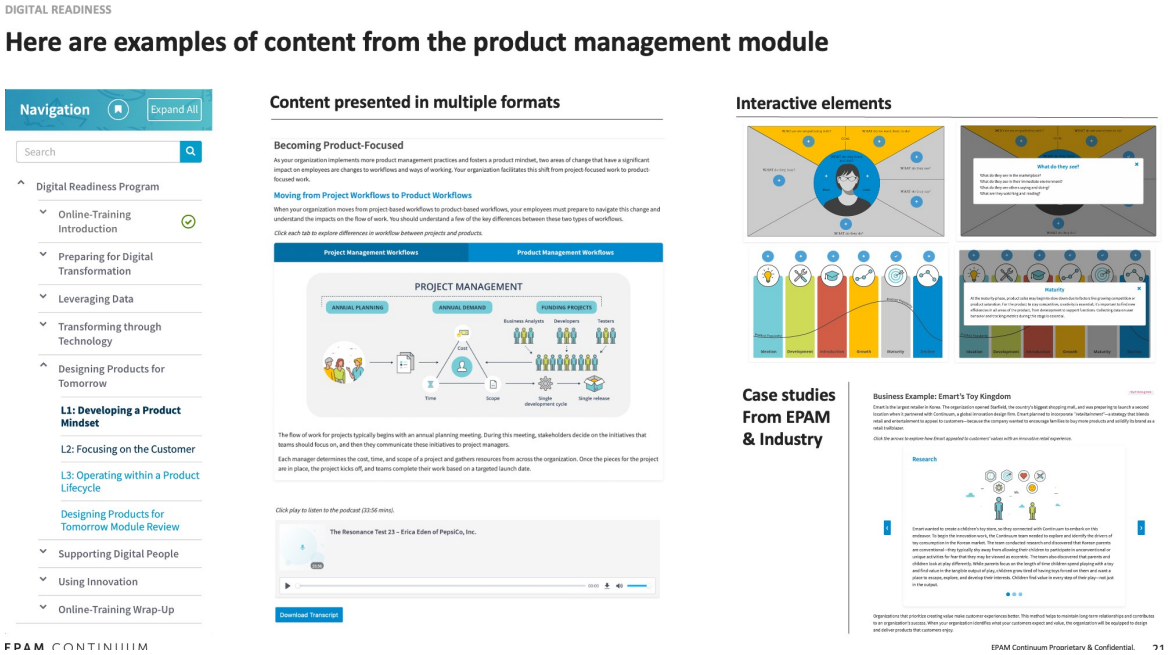
In many organizations, the business doesn't really understand the fundamentals of transformation technologies, inadvertently erecting barriers to needed change and creating a

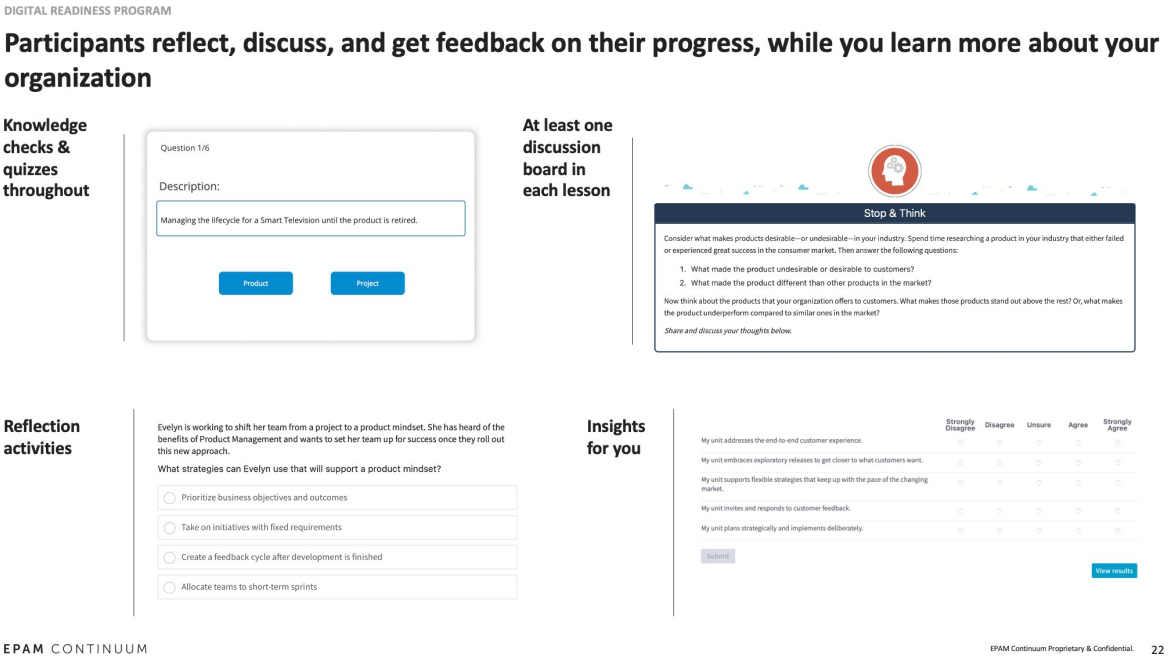
fear of the unknown. This situation hampers business and technology strategies, and frequently leads to project overrun and failed implementation (HBR).

We help clients address these challenges through a 25-hour learning program that educates the business on the major pillars of digital transformation—which includes far more than technology—and creates a shared vocabulary and understanding of the road ahead. The material is also designed specifically to support known emotional and psychological barriers to digital adoption by incorporating change management techniques. Along with tailoring content to the organization's industry, we include links and references to existing materials and resources created by the company's people and technology divisions wherever possible.

EPAM offers versions of the program for leaders and practitioners, and we've created division-specific versions to address more targeted issues. For leaders, we offer coaching and implementation workshops. For the rest of the organization, and depending on the size of the implementation, EPAM facilitates supplemental instructor-led sessions or offers train-the-trainer resources and supports. All digital readiness programs include pre-and post-learning knowledge assessments and a proprietary change readiness assessment to help leaders understand the current state of the organization and identify critical management areas.







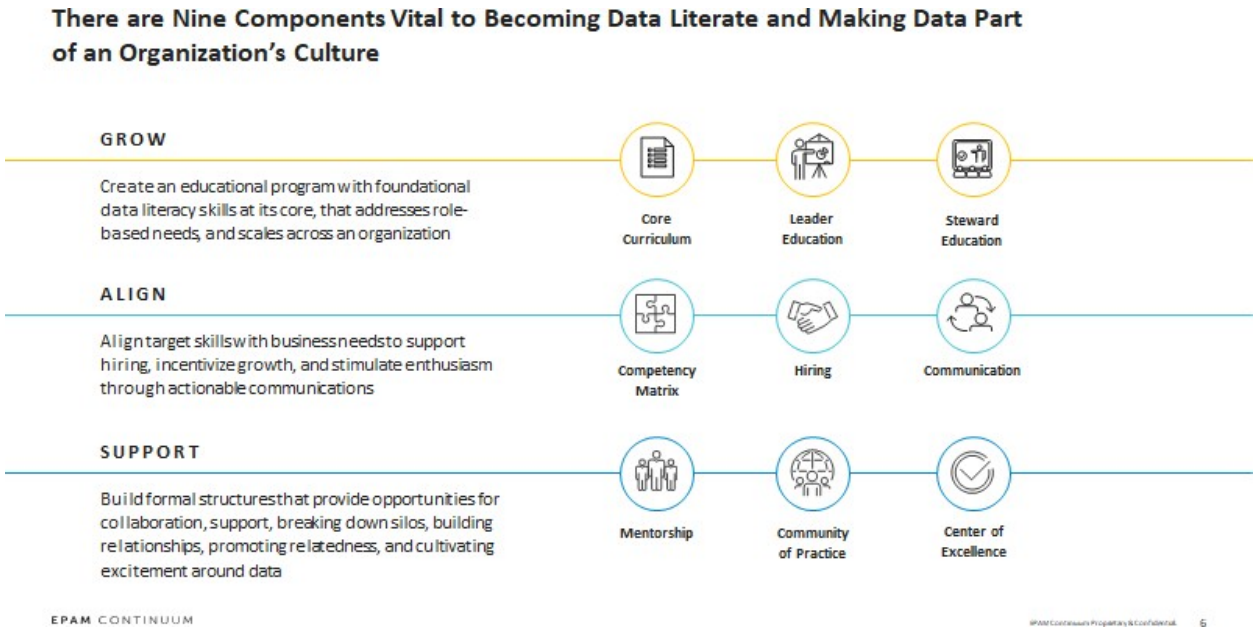
Data Literacy Program

Business leaders are struggling to become more data-informed. While 89% of leaders expect employees to make data-driven decisions, only 11% of employees are comfortable understanding and creating data (Qlik). According to Wavestone, a key challenge to creating a data literate organization is the misguided belief that data literacy training alone is sufficient.

To see results, organizations need to augment employee training with leadership education, change management, and recognition and rewards for learning and implementation.

At EPAM, we address those issues and more in our comprehensive, nine-point data literacy enablement program. We support clients in three phases through a blend of data literacy training, executive education, talent management ecosystem (detailed in the next section), organizational change management, and data practice advisory services.

Data literacy learning paths are typically created from a blend of training material curated from the client's existing catalog plus custom practical tasks and skill assessments designed to closely reflect the data-based decisions required for employees' roles. For leaders and data stewards, EPAM typically incorporates additional material from our proprietary content to critical fill gaps.

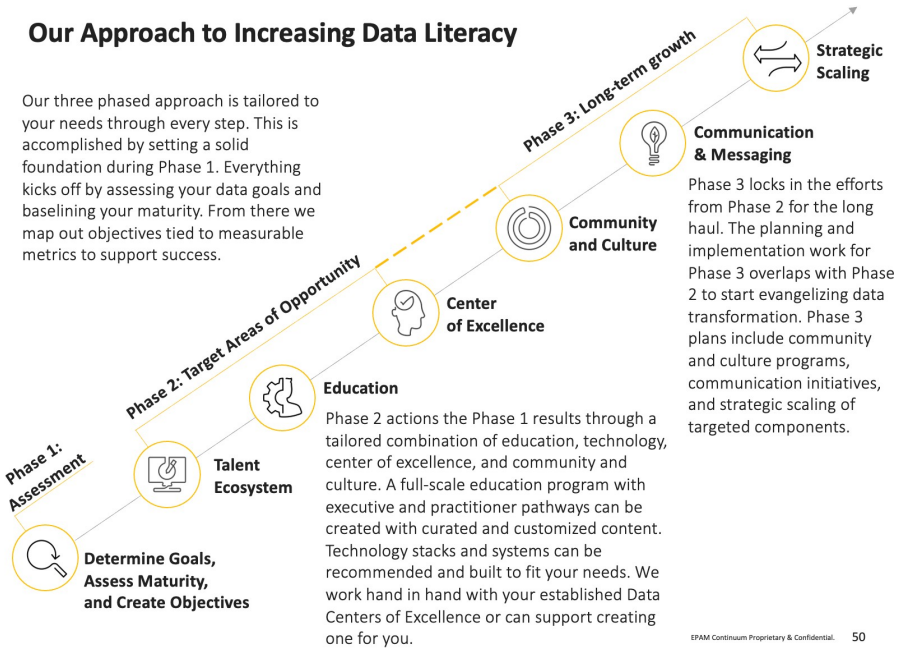


DATA LITERACY STRATEGY & TRAINING

Maximize insights, impact, and innovation by increasing data literacy across your organization

Data is critical to unlocking new opportunities and making groundbreaking discoveries. Data's value cannot be understated; however, most companies and their people are not equipped to take advantage of its potentially powerful impact. The Data Literacy Program was created to do just this—transform how companies use and treat their data.

EPAM CONTINUUM



Talent Management Ecosystem

Align employees' skills to business and technology strategy

The secret to EPAM's storied learning culture and talent management approach involves integrating Human Resources and Learning & Development activities that are traditionally siloed and tightly aligning them with business strategy. Together, the eight components of an integrated talent ecosystem orient and drive employees to develop new knowledge, skills, mindsets, and ways of working.

We help clients create talent ecosystems of their own by using our resources as accelerators. If a client wants to build DevOps capabilities in house, for instance, EPAM offers our DevOps Engineer ecosystem components—competency and skill matrices, assessments, hiring resources, training curricula, and so on—as the starting point. Then EPAM technologists and human capital consultants work collaboratively with client counterparts to tailor everything to the client's business strategy, technology stack, and organizational context. We also offer organizational change and program management support for implementation.

© 2022 Brandon Hall Group. Not licensed for distribution.

Quickly get everything you need to orient and drive your employees to develop business-critical capabilities

We will customize components of our ecosystem—like our competency matrices, skill assessments, training curricula, practical exercises, mentorship model, and proprietary people platforms—to your organizational imperatives

ORIENT

Align target skills with business needs and develop an integrated, incentivized pathway to achieve them

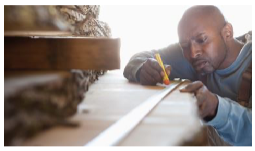
- COMPETENCY & SKILL MATRICES
- TALENT ACQUISITION RESOURCES
- GROWTH PLANS & INFORMAL LEARNING
- TALENT MANAGEMENT GUIDANCE

DRIVE

Teach the right things, the right way, at the right time and create high-quality assessments to track progress

- ROLE-SPECIFIC TRAINING CURRICULA
- CAPABILITY ACADEMY GUIDANCE
- MENTORSHIP MODEL AND RESOURCES
- AUTHENTIC SKILL ASSESSMENTS

Get people moving in right direction



Competency & Skill Matrices

Competency matrices are the foundation of an integrated talent ecosystem. They outline for employees the knowledge, skills, and abilities needed to succeed, and make growth goals and promotion criteria transparent, and connect talent to business objectives.

Outcomes

Competency and skill matrices at each level of the target persona

Talent Acquisition Resources

To find the best talent, you need to look beyond technical skills. Actively seek out people that will be happy to grow their skills on an ongoing basis, are comfortable with change, and are excited about what's coming next for your organization and your industry.

Outcomes

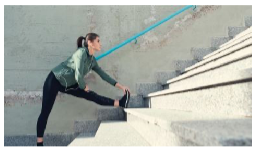
Job descriptions; interview questions, prompts, and scoring rubrics

Informal Learning Plans

Growth plan identifies specific support opportunities to help your employees prepare for the next stage of their career. Growth activities include job shadowing, mentoring, internal learning programs, communities of practice, external certifications.

Outcomes

Suggested growth activities for each level of the target persona



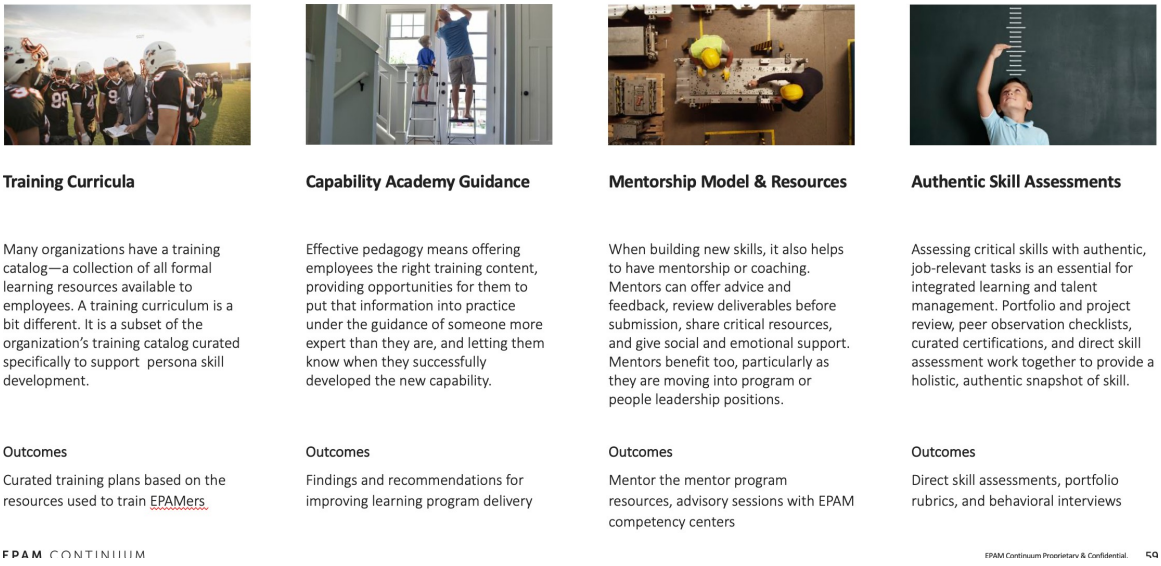
Talent Management Guidance

Progression pathways align authentic assessment with performance evaluation and promotion. With this approach, your employees are guided and motivated to master target capabilities in order to move forward in their careers.

Outcomes

Findings and recommendations for improving skill alignment

© 2022 Brandon Hall Group. Not licensed for distribution.



Talent Insights with TelescopeAI

Supercharge your talent ecosystem with talent-related data to make better business decisions and plan for the future

At EPAM, our talent management ecosystem is powered by a proprietary platform we developed called TelescopeAI. Telescope is a single system of engagement that layers on top of people databases, including our HR, LMS, and project systems. It consolidates data from these sources into a comprehensive, 360-degree view of employees, teams, and verticals, providing never-before-possible insights and predictive abilities. In combination with our talent accelerators and licensed and proprietary platforms, TelescopeAI pulls critical data points together to identify gaps in knowledge, recognize opportunities for upskilling, create mentorship connections, motivate and engage employees, and improve the health and performance of projects.

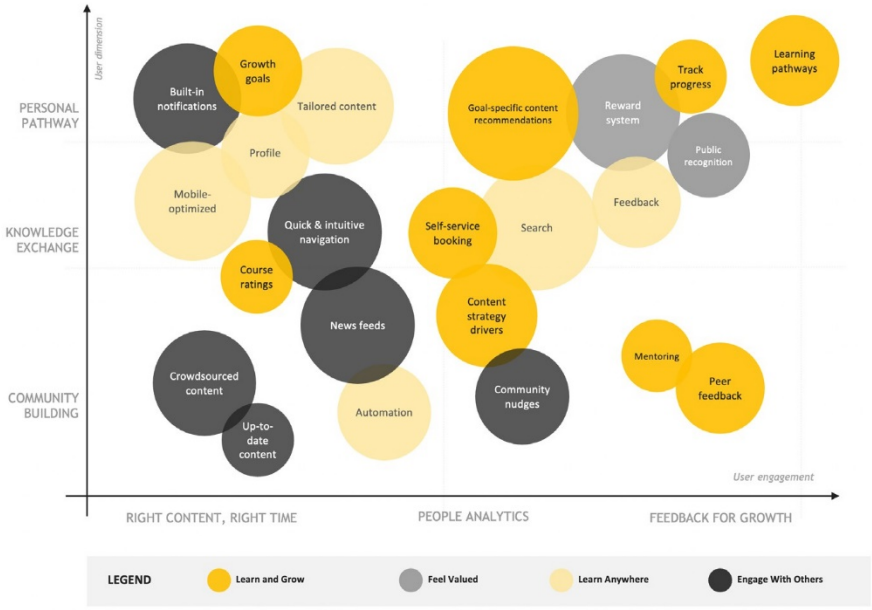
We help clients create their own Telescope-like platforms using ours as an accelerator, building new APIs as necessary to interface with their existing tools. If a client lacks a critical software tool that we have developed in-house, we can also support them with licenses.

TALENT INSIGHTS

Help your teams learn, engage, and feel valued

We know that organizations thrive when employees are engaged, develop social connections, and feel supported at work. TelescopeAI can help. It allows you to integrate data and features from your people systems to create a robust employee experience, build communities of practice, and facilitate a culture of continuous learning.

EPAM CONTINUUM

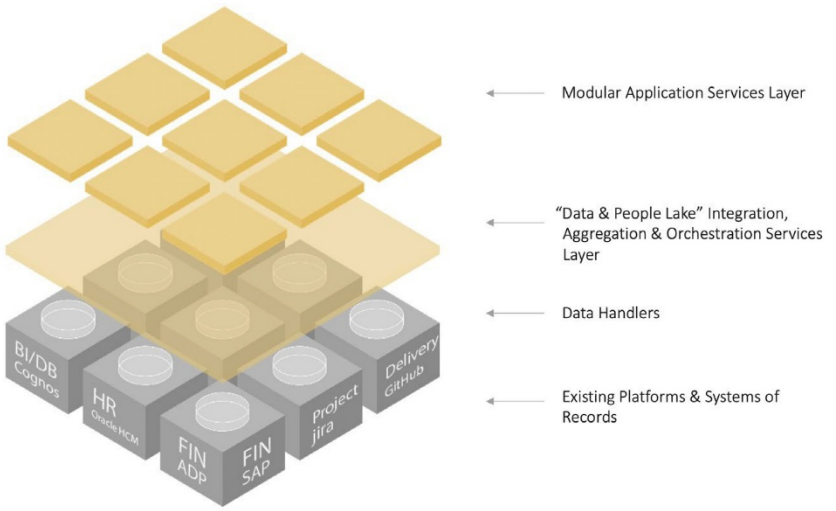


TALENT INSIGHTS

New insights without new platforms

Get the people insights you need without replacing core systems. TelescopeAI uses handlers to create a data lake on top of your existing platforms and systems of record. We help you configure an application service layer and create a modular, searchable dashboard of aggregated information on your employees, teams, and projects.

EPAM CONTINUUM



© 2022 Brandon Hall Group. Not licensed for distribution.

ANALYSIS BY BRANDON HALL GROUP

Situational Analysis

The current reality has shifted from “prepare for the upcoming digital transformation” to “how to do business in a fully digital workplace”. Organizations need to work and thrive in a fully digital workplace to be successful in attracting and retaining talent. This means streamlining the process in which they select, develop, and grow talent; the culture and mindset of how they assist in the employee journey; and the tools and technology that they use to make this happen.

The key questions for the business are:

- What are the best practices for more effective digital transformation?
- How do we refine the process of transforming our business and developing our talent?
- How do we create an immersive talent enablement process?
- What metrics and insights will help us understand where there are areas of improvement in our workforce processes and/or which areas are bringing us the most value?

Challenges to the Business

Organizations have had difficulty leveraging traditional technologies to meet new business requirements. Talent development requirements have evolved quickly and the need for processes that improve learning impact and drive business results is more important than ever. The employee experience is critical for organizations and must encompass all aspects of talent enablement including skill development, career pathing, learning, and engagement.

Implications for the Business

A significant amount of financial and people resources are being consumed by organizations in trying to upskill their workforce using traditional learning platforms and services — and still, the overall core transformation of the business that needs to happen is not. For employees, poor efforts in talent enablement can be disastrous as employees with poor experiences are less likely to stay and more likely to be actively disengaged if they do remain.

Questions to be Answered by the Business

Organizations need to rethink how they leverage technology to keep pace with the rapidly changing dynamics of their employees, customers, and business processes. The key questions for the business are:

- Does your current technology offer enough functionality to meet the requirements of a rapidly changing world of work?
- Is your technology able to easily reach a dispersed and diverse set of needs across a global organization?

© 2022 Brandon Hall Group. Not licensed for distribution.

- Can your technology support both the current and future needs of the organization?

EPAM as the Answer

EPAM differentiates itself by taking a holistic approach to cultural transformation. They realize that training alone will not help organizations overcome the obstacles in front of them. Instead, they must focus on changing mindsets, creating active learning environments, having the right people involved, and making use of the best technology available.

In essence, they are in the business of transformation, which involves all of the aspects that go into organizational change, and includes:

- Selecting the right metrics
- Making content and tools easier to find and use
- Improving the employee experience
- Solving the need for complex learning that involves 360-degree education, content, and practical activities.

The focus on practicality is a major part of what sets EPAM apart from its competition. EPAM is not a training firm, they are a group of practitioners who assist other organizations to achieve excellence in their business practices. Their practitioner-led mindset drives the success of their learning programs because their content and expertise comes from real-world application, not theory.

EPAM saw that the digital transformation space was becoming critically important while conversely becoming less and less directly addressed by solution providers. EPAM focuses on impact and outcomes as opposed to easier-to-use “counting metrics” to address harder-to-measure – the business metrics.

EPAM’s services are as a technology company, and they can use their own experiences to show how to change processes. EPAM was built for the modern VUCA (Volatile, Uncertain, Complex, Ambiguous) environment. In the current job market, the war to attract and retain talent is fierce, and one of the biggest challenges is how to create personalized talent journeys.

Of course, to create a sense of personalization, it is important to have the right technology solution in place that can deliver that personalized talent transformation environment at scale – something that nearly 60% of organizations don’t have right now, according to Brandon Hall Group research. This is where EPAM comes in.

EPAM starts by focusing on the business problem to be solved, and building from that central tenet. They focus on real, measurable outcomes that can be achieved through intervention such as improved collaboration, speed of delivery, and customer retention and satisfaction. By connecting the starting state to the desired outcome, they can customize the solution through not just learning, but engagement, coaching, data and analytics, and any other needed workforce or talent management activities. Truly a systems-thinking-based approach.

A good example of this comes from the Brandon Hall Group Excellence Award EPAM received for helping transform a global organization during the global pandemic. With the shift to a more work-from-home and thus a more digital workplace, EPAM worked with its client to create a leadership development program that eventually resulted in a 20% growth in leaders' technical, data and people-related knowledge. This a perfect example of how EPAM solves real-world problems with concrete, action-oriented solutions.

- Cliff Stevenson, Principal Talent Acquisition and HR Analyst, Brandon Hall Group
- Michael Rochelle, Chief Strategy Officer and Principal HCM Analyst, Brandon Hall Group

About Brandon Hall Group

With more than 10,000 clients globally and 28 years of delivering world-class research and advisory services, Brandon Hall Group is focused on developing research that drives performance in emerging and large organizations, and provides strategic insights for executives and practitioners responsible for growth and business results.

ORGANIZATIONAL EXCELLENCE CERTIFICATION PROGRAM
recognizes world-class HCM programs that transform their organization and achieve breakthrough results. This designation is the next step beyond the HCM Excellence Awards, which focus on a single program, and looks at the department as a whole.

SMARTCHOICE® PREFERRED PROVIDER PROGRAM
uniquely places HCM service and technology companies at the top of organizations' consideration list of vendors. It adds an unmatched level of credibility based on BHG's twenty-eight-plus years of experience in evaluating and selecting the best solution providers for leading organizations around the world.