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| **Cerner Corporation—Executive Development Program (EDP)** | | |
| **C**hallenge | **A**ction | **R**esult |
| The Executive Development Program is designed to recruit associates from top 10 MBA schools into Cerner at a senior level with the intent to grow well-rounded executives through rotations, career coaching, stretch assignments, and targeted education opportunities.  The program has existed since the year 2000, producing executive leaders for Cerner's largest lines of business over that period of time. In early 2016, the program was described by participants and alumni as 'losing momentum' and 'lacking structure.'  Senior executives lacked a clear and common understanding of program objectives as well as program operations, participants lacked a consistent orientation and on-boarding process, and program rotations lacked structure, defined outcomes, and an inconsistent selection process.  Each of these challenges combined to result in senior executives challenging the corporate investment in the program as well as a perception that attrition rates from the program were continuing to rise.  The objective of the project was to revitalize the reputation of the Executive Development Program by creating an infrastructure that is supportive of the participant experience and provides value to business leaders across Cerner. | To revitalize the program, the program manager did the following:  1. Established a governing body called the EDP Quarterly Review Board comprised of key stakeholders from recruiting, senior leadership, and program management within HR.  2. Secured the Chief Strategy Officer as the executive sponsor and manager for all new hires during the first 90 days of their career. The associates are hired as Business Strategists, therefore the alignment with the Chief Strategy Officer was appropriate.  3. Created a comprehensive orientation and on-boarding approach for new hires into the program, inclusive of experiential learning opportunities, exposure to key executives, role coaching, and on-site client shadowing.  4. Established guidelines for rotations including the responsibilities of the associate and the executive they report to as well as key experiences and outcomes expected from each rotation. The expected outcomes are now tied to the associate's compensation plan and the associate and manager work together to attain the goals.  5. Actively recruited new associates from several top 10 MBA schools, representing the new program structure.  6. Implemented monthly social events as well as an end of year celebration to foster networking, collaboration, and exposure to top executives across the company. | As a result, several positive outcomes have been achieved.  First, senior leadership report that they are informed and have appropriate visibility to the program in its current state. Enthusiasm for the success of the program at the Cabinet level is now at a point where they are requesting additional positions are created to be dedicated specifically to the program, as well as further investing in the program for internal associates to participate.  Second, current program participants report that their experience has been 'first class' during the orientation and on-boarding process. EDP alumni stated that they 'wish they had this level of program structure' when they first joined Cerner.  Third, executives sponsoring EDP associates report that the value added to their line of business has been tremendous, with 71% of program participants receiving performance ratings in the top 10% of Cerner associates.  Finally, we successfully doubled our recruiting target of new EDP into the program from the previous year, creating a strong pipeline of associates preparing for executive leadership roles. To further strengthen the program, net new collateral to support the program was produced on an internal wiki site and includes a detailed recruiting process with marketing materials, detailed orientation and on-boarding process, alumni groups for participants, rotation data, and more. |