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Reflecting on 2018

We're just a few weeks away from welcoming 2019—and, if you're a regular reader of this column, you know what that means: It's time to revisit the winners and losers of 2018.

As in years past, I've limited my selections to 10 in each category, representing a mixture of people, places and things that found themselves in either the plus or minus column during the year—though in the case of some of the organizations in the latter, they may ultimately emerge from the year just fine.

So, without further ado, here are my selections, starting with the losers:

Losers ...

United Airlines, for its ill-conceived and short-lived plan to replace its quarterly operational-bonus and perfect-attendance program with a lottery program whereby a select number of employees would receive cash awards and other prizes. (United, by the way, also earned a place on our 2017 list for its decision to forcibly remove a passenger who refused to give up his seat.)

Google, following the November walkout by thousands of employees in protest of the tech giant's handling of sexual harassment.

Wages, which continued to only show modest increases despite a robust economy.

Public-sector unions, following the U.S. Supreme Court's June ruling that states could not force public-sector employees who choose not to join a union to pay an "agency" or "fair-share" fee.

Target, which, after coming under fire for what critics alleged were racially biased hiring practices, agreed to pay out nearly $4 million and re-examine how it utilizes criminal-background screening.

Knorr-Bremse AG and *Westinghouse Air Brake Technologies Corp.*, two companies that reached a settlement with the Department of Justice in April after they were accused of engaging in no-poaching agreements.

Harvey Weinstein, the former CEO of the Weinstein Cos., who was arrested in New York in May and charged with rape and sexual abuse. (The allegations first came to light in October 2017, following the publication of Ronan Farrow's *New Yorker* article.)

Department-store workers, who are losing jobs in the thousands as a result of downsizing at Sears, Macy's, J.C. Penney and others.

Starbucks, which suffered a public-relations fiasco after a manager at a Philadelphia store called the police and had two African-American men arrested and handcuffed in April. The two men, who were waiting to meet someone, requested to use the restroom without purchasing anything and had refused to leave the store. (Starbucks did successfully limit the damage through its prompt and thorough response that included a comprehensive training initiative.)

In-N-Out Burger, when the U.S. Court of Appeals for the Fifth Circuit upheld the National Labor Relations Board's decision to hold the restaurant chain in violation of labor law for banning its employees from wearing a small "Fight for $15" pin in support of a higher minimum wage.

Winners ...

Long Island City (New York) and *Crystal City* (Arlington, Va.), which emerged in November as joint winners of a competition to become Amazon's new, second headquarters. Together, the two locations will employ more than 50,000 employees.

AI, which once again deserves a place on this year's list, given its overwhelming presence in so many new product announcements at the 2018 HR Technology Conference.

#MeToo movement, which continued to keep uncivil behaviors in the workplace and elsewhere in the headlines. (The EEOC reported in October that there so far had been a more-than 50 percent increase in sexual-harassment-related suits this year, compared to 2017.)

Worker-friendly legislation, which will likely become a bigger part of the legislative agenda following the Democrats' mid-term recapturing of the House of Representatives in November, even if the promise of passage is far from certain.

Franchise-heavy employers, following the NLRB's rewriting of its joint-employer standard in September, a move that would ease the rule's impact on companies with franchises and subcontractors. (The NLRB extended the comment period until Dec. 30.)

Individual arbitration agreements, following the U.S. Supreme Court's *Epic Systems Corp. v. Lewis* ruling. In its 5-4 decision, the court found that such agreements and class- and collective-action waivers are enforceable.

Outside-the-box C-suite titles like chief culture officer, chief experience officer and chief analytics officer, which began to emerge in great numbers across many industries this year. (Check out Eva Sage-Gavin's HR Leadership column on page 6.)

Fintech apps for workers, which have been on something of a tear in response to the nation's student-debt problem and the number of people living paycheck to paycheck.

NAFTA (the North American Free Trade Agreement), which, in effect, survived the prospect of total extinction. After a lot of back and forth, the agreement was tweaked and given a new name (the United States-Mexico-Canada Agreement) in August. (As of this writing, the agreement still had to be signed and ratified by all three parties.)

Healthcare mega-mergers, following the green light by the Department of Justice for a Cigna-Express Scripts merger in September and an Aetna-CVS Health union in October.

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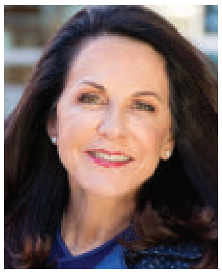
HR Leadership

By Eva Sage-Gavin/HR Leadership Columnist



A 'C' Change in the C-Suite

I recently received an email electronically signed by a business colleague. Her name was familiar, but her title was not: chief collaboration officer, a designation unique to her organization. I've also seen other new, disruptive titles: chief experience officer, chief culture officer, chief ethics officer and chief analytics officer. Some of these replace the traditional CHRO title, while others are new additions to the C-suite that require close partnership with HR chiefs. Still others are entirely new executive titles and may exist within HR or as part of other functions in the C-suite.

I believe these new titles reflect changing priorities at the highest organizational levels in response to an increasingly complex world and a new emphasis on talent and culture as engines of transformation. These new roles are at the intersection of talent, technology and transformation and represent essential capabilities that help organizations thrive in the new economy.

Let's start with talent. When the traditional title of chief human resource officer changes to chief people officer or chief talent officer, what's the difference? For me, it reflects a shift from thinking about employees simply as resources to treating them as unique individuals, a welcome trend away from tactical HR to innovative human-capital strategies focused on unlocking people's potential.

Titles like chief leadership officer and chief learning officer have been in place for a while, but we're seeing new roles like chief experience officer and chief collaboration officer emerge. Chief culture officer is particularly important. A new variant of this is chief happiness officer, with a focus on employee engagement, designed to win in the competitive talent marketplace.

Roles are also emerging that reflect the impact of technology. In one organization, an HR digital and innovation leader is tasked with transforming how the company works with technology to improve agility and collaboration. Another global digital-transformation role reports jointly to a chief digital officer and the CHRO. A third role is human performance engineer, who is focused on enabling humans to work effectively with machines. Then there are the data and analytics roles, as technology and data will arguably be the fastest-growing areas in HR over the next five years.

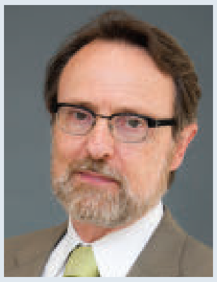
As HR leaders shift away from traditional administrative tasks to strategic enabling of the enterprise, the role of chief transformation officer is emerging, with responsibility for helping organizations adapt to compete. Who better than us, as HR leaders, to understand the engine—our people—that will be needed for any transformation? Sometimes, this role is formalized and separated from the CHRO role, and other times it's a component of the CHRO role. For those of us in organizations with separate chief transformation officers, there's an opportunity to closely collaborate to ensure a holistic view that encompasses the human side of transformation.

New titles can signal an important strategic shift within an organization. They can also provide much-needed focus on urgent priorities. Regardless of whether your organization makes a change in titles, all of us are responsible for keeping our organizations moving forward in new directions—to serve as the driving force behind growth, enabled by the powerful intersection of talent, technology and transformation.

Eva Sage-Gavin is a former CHRO with more than three decades of experience in Fortune 500 corporations. She currently serves as the senior managing director for Accenture's global talent and organization consulting practice and as a technology board director. Send questions or comments to hreletters@lrp.com.

Talent Management

By Peter Cappelli/Talent Management Columnist



Risky Business of No Poaching

As the labor market tightens and hiring becomes more difficult, employers are no doubt searching for ways to make the process easier. The problem is that some of them are against the law.

Noncompete agreements are extremely popular now, with some evidence suggesting 18 percent of the U.S. workforce is bound by them. Once an employee signs one, he or she cannot quit and work for the employers identified in the agreement. Such agreements are legal, although not always enforceable, depending on how they are drawn up. Simply put: The broader they are, the harder they are to enforce.

Recent news stories have pointed to another approach: no-poaching agreements among franchisees, in which they agree as a condition of operating a franchise that they will not hire from another franchise in the same chain. Estimates suggest that a majority of fast-food franchises have such agreements, which surprised many; is the skill of a counter worker really so important that a business is at risk if that person is hired away? The argument in favor of these agreements is that franchise units are all part of the same organization.

Then there is another kind of agreement, in which employers agree not to hire each other's employees, or not to raise wages of their employees. These practices often violate antitrust laws, except under unusual conditions. Earlier this year, the Department of Justice shocked many employers by noting how many investigations it had underway involving these agreements and that the department may treat more blatant examples as criminal activities that could lead to jail time.

That certainly got employers' attention.

It is hard to know how many of these agreements are in place because, not surprisingly, they aren't written down. The parties either know what they are doing is wrong or realize it looks bad to tell your employees how much you care about them while doing things to hold down their pay.

What interests me about these illegal agreements is that they seem to be so much more common than price-fixing agreements. Maybe that is because it is easier to observe price fixing? Or maybe it's because it is easier to restrict hiring? There are lots of employers from which candidates could be hired away, so just not hiring from one of two key competitors may draw less attention than price fixing.

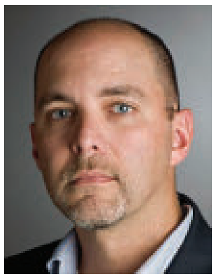
But I think something else is going on: Perhaps many executives simply don't think it's wrong to not hire from each other: *Why can't we choose from whom to hire?* They certainly can do that, but once they bring another employer into that conversation and reach an agreement, they're breaking the law. Particularly in the not-for-profit world, it is common to think that every dollar saved is going to some really important cause, and spending more on people just takes money away from the mission.

The concern about why wages for employees haven't gone up despite the tight labor market can't be explained by no-hire agreements alone. It is part of the story, though. What makes it a noteworthy part of that story is the evidence that many people in leadership positions are so interested in holding down pay that they are willing to break the law to do it.

Peter Cappelli is the George W. Taylor Professor of Management and director of the Center for Human Resources at The Wharton School of the University of Pennsylvania in Philadelphia. Send questions or comments to hreletters@lrp.com.

Inside HR Tech

By Steve Boese/Inside HR Tech Columnist



3 HR-Tech Topics I Think Most About

A representative of a major HR-technology provider recently asked me an interesting question I don't recall fielding before: "When you are thinking about HR technology, what do you think about the most?"

I tried to stammer out a reasonably coherent answer, and I've been thinking about it ever since. I decided it would be a good topic to explore here, as the issues on my mind may help you think about your current and future tech. With that said, here are the topics I most often come back to when I think about HR tech:

The War for Talent

The most impactful HR technologies must help employers address current labor-market conditions—with unemployment nearing low, "full-employment" levels, and the number of posted, open jobs and rate of voluntary separations at all-time highs.

Solutions may include a recruitment-marketing tool that showcases an employer brand and nurtures candidates and prospects, an assessment tool that identifies "top" prospects faster and more efficiently than traditional resume reviews, or an analytical tool that helps employers understand the "micro" market for talent in a region and role to support more competitive employment offers.

HR Tech as an Enabler of Happiness

In addition to attracting candidates, organizations must also develop the kind of workplace in which great talent wants to grow their careers. This can be described as employee satisfaction, engagement or experience, but it often comes down to a simpler idea: employee happiness.

There are a slew of HR-technology solutions that address this issue but, since happiness is hard to measure, they can be complex and difficult to classify. Solutions can focus on health and wellness, peer recognition, rewards, career development, benefits such as caregiving or ride-sharing, and collaboration.

The best HR technologies usually find a way to help employees be happier, and it's your job as an HR leader to understand what is most important to your workers.

Technology-Enabled Decisions

The "people-analytics" segment of HR technology has developed so significantly that almost all mature solutions offer detailed reporting, analysis and even recommendation capabilities. Vendors understand that simple process support and even automation are not enough for their tools to be considered truly impactful because such offerings also have to help business and HR leaders make better decisions.

These capabilities show up in embedded analytics as part of a functional process, such as an employee promotion; highly detailed market context and comparisons for candidate offer letters; or even more sophisticated modeling engines that allow for complex workforce-planning scenarios.

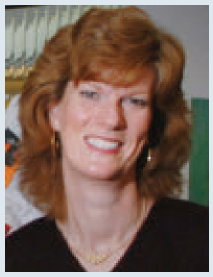
HR leaders should think about how the platforms they're considering will help answer questions like, "Who is the best candidate?" "Who is the most likely to succeed in a stretch role?" and "How can we best utilize rewards to incentivize better performance?" What I think about—and I hope you will, too, when assessing HR technology—is, "How does this solution lead to better HR decision-making?"

Good HR-tech solutions either help an organization win the war for talent, create an environment in which people can do great work or enable HR leaders to make the best "people" decisions they can. In my estimation, the better solutions serve two of these purposes, while the very best—which are hard to find—manage to serve all three.

Steve Boese is a co-chair of HRE's HR Technology Conference & Exposition®. He can be emailed at sboese@lrp.com. Send questions or comments to hreletters@lrp.com.

Benefits

By Carol Harnett/Benefits Columnist



Mental Health, Outside the Box

Depression, substance abuse and suicide are recurring themes covered by the media; yet, while awareness is increasing, we seem to be making little progress in actually taking on the problems. And now we know there is even greater reason to become serious about our collective mental health.

According to recent research published in the *Journal of Abnormal Psychology* (a publication whose very name suggests an outdated understanding of the prevalence of mental illness), only 17 percent of participants in a long-term study did *not* develop a mental-health disorder—even briefly—between birth and middle age. The study indicates you are more likely to experience a bout of mental illness than you are to acquire diabetes, heart disease or any kind of cancer.

So, what can we do to help ourselves and our employees? The answer for some may lie in playing a game.

Jane McGonigal is the director of game research and development at the Institute for the Future, where she focuses on how games can boost resilience and wellbeing.

In 2010, McGonigal suffered an intractable concussion that required her to stay in bed for three months. To cope with suicidal ideation, she developed "Jane, The Concussion Slayer," a game that she said helped lift her "fog of depression and anxiety." She ultimately turned the program into "SuperBetter," a resilience-building game that more than 1 million people have spent six to six-and-a-half minutes a day playing. Studies have shown that SuperBetter increased four protective factors known to enhance resilience (optimism, social support, self-efficacy and life satisfaction) and reduced three obstacles to resilience (anxiety, hopelessness and depression).

SuperBetter now has a workplace version called SuperBetter At Work. The product uses game science and language to help employees with everyday problems, with a company-specific social aspect that allows co-workers to take advantage of clever features such as establishing ally squads and ally goals.

In another approach to mental health, AiR Healthcare Solutions, a disease-management company, uses a risk-stratification algorithm (developed with Microsoft) to help employers and employees cope with behavioral-health challenges. It works with employees with identified behavioral-health issues and also uses 34 proprietary algorithms to assist diagnosed workers who aren't in treatment or are receiving inadequate treatment. It also identifies at-risk employees who report physical symptoms often associated with mental illness.

The company contacts employees in the last two categories to discuss issues that may be impacting them but are not directly related to mental health. For example, an employee was regularly driving a significant distance so her child could receive treatment for a health condition. The AiRCare case manager provided the employee information about an in-network expert closer to home. Such actions build trust with employees, who may open up about how their situations are affecting their wellness.

No matter how we address mental health, we as HR leaders must do something. Our employees and our companies' success depend upon it.

Carol Harnett is a widely respected consultant, speaker and writer in the field of employee benefits. Follow her on Twitter via @carolharnett and on her video blog, The Work. Love.Play.Daily. Send questions or comments to hreletters@lrp.com.

The Latest News & Trends in Human Resources

HR News

Top Story

Verifying HR Software's Capabilities

The HR Policy Association has launched a new initiative it hopes will clear up confusion among HR leaders about exactly what all the new recruiting software and tools can and can't do.

The intent of the Recruiting Software Initiative was to filter out the "noise" in a marketplace that's been overwhelmed with new applications, says Mike McGuiness, HRPA's director of talent initiatives.

The effort involves a review board comprised of talent-acquisition leaders from 20 HRPA member companies. The board, formed at the beginning of this year, reached out to more than 100 software vendors and asked them to complete a detailed questionnaire, which was assembled by a committee chaired by Target CHRO Stephanie Lundquist.

Thirty-two of the vendors participated and, of that number, 15 were ultimately awarded one or more "badges of excellence" by the RSI for innovative approaches to identifying, attracting, evaluating and retaining talent. Each vendor's products were evaluated based on their ability to adapt, mitigate unconscious bias, comply with employment regulations and justify outcomes, as well as their ease of integration, says McGuiness.

The badges do not represent an endorsement by HRPA of each vendor, he says. Instead, they're intended to validate that the vendor's product appears to actually do what it says it will.

The RSI has created a database available to HRPA members with information about each vendor that participated, including feedback from members of the committee. It made public the list of vendors that received badges of excellence: Ascendify, Avature, HiredScore, Hiring Solved, IBM Watson, Ideal, Infor, Lever, Koru Careers, Montage Talent, Pymetrics, Recruitifi, Talview, Textio and Workday.

Some of the most important takeaways by the RSI's review committee included that some vendors are stretching the definition of AI just a bit, says McGuiness.

Generally, to be considered "AI capable," a machine or software tool must have the ability to process large amounts of data and learn from or recognize patterns in those data. However, the definition of AI has grown fuzzier in recent years as the number of vendors touting AI-based products has grown exponentially.

"A lot of what we saw being advertised as 'AI' was really intelligent automation," he says. "It's the same sort of matching and algorithms you see being used in apps like Spotify and Waze."

While some vendors "may slightly over-exaggerate the capability of intelligent automation," McGuiness notes, many of the new offerings demonstrate enticing possibilities for shortening time to fill and boosting quality of hire.

However, HR leaders must also be mindful of the tools' capacity for bias, he adds.

"Using these algorithms for hiring is still a new area and you need to be careful," he says. "You need to ask a vendor, 'Why is the tool submitting this group of candidates and not that group?' Do not take 'Trust the algorithm' as an acceptable answer."

McGuiness suggests HR leaders partner with legal experts to monitor outcomes, have a plan in place should a legal situation arise and, above all, avoid ceding too much control over hiring decisions to machines.

"At the end of the day," he says, "successful platforms are a combination of both human and machine."

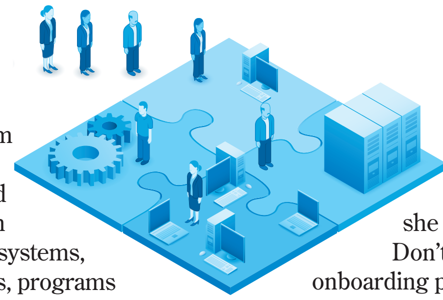
—Andrew R. McIlvaine

Planning for Gig Workers

Despite employers last year relying on 6 million contingent workers, according to the Bureau of Labor Statistics, a new report found that most employers don't adhere to strategies to manage such workers.

According to the Deloitte survey, 42 percent of respondents expect to use more "contract, freelance and gig workers over the next few years," while alternative-work arrangements rose by 36 percent since 2013—yet, only 16 percent of survey respondents have established management policies or practices for such workers.

"Organizations need to begin thinking about their workforce as much more of an ecosystem that's unleashed and begin to set up systems, processes, programs and a management style in a way that accommodates them," says Steven Hatfield, global leader for future of workforce initiatives at Deloitte.



Give freelancers something meaningful to do, offer an agile environment, make it easy for them to "plug in" to get their work done, establish clear goals and objectives, and design a rewards strategy that recognizes their achievements, Hatfield says.

A gig-worker strategy should be aligned with the company's business strategy, and managers need training on creating an inclusive culture for contingent workers, adds Jeanne MacDonald, president of RPO at Korn Ferry.

"It could really help them manage that labor more effectively, more strategically," she says.

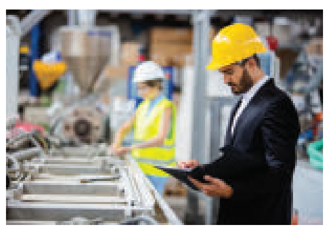
Don't ignore the onboarding process, she adds. Provide gig workers with a company email address so they feel part of the organization, connect them to online tools and information, include them in team calls and staff meetings, schedule check-in conversations and even give them quarterly reviews, MacDonald says. Once you understand these workers' motivations, she adds, you can also support them in accomplishing their goals, which often leads to better job performance.

"A gig economy has taken a lot of employers by surprise at how many gig workers they have," says MacDonald. "Know why this happened and manage it. Don't let it manage you."

—Carol Patton

Court Delivers Employer Win on OSHA Inspections

In a significant decision for employers, the 11th Circuit Court of Appeals ruled that the Occupational Safety and Health Administration may not conduct a facility-wide or "wall-to-wall" inspection based on a reported accident and the employer's OSHA 300 logs alone.



The case started when an employee at Mar-Jac Poultry Inc. in Georgia was injured on the job in 2016, according to Littler's Thomas Metzger and Sarah K. Squillante.

Mar-Jac reported the incident to OSHA, which sent investigators to inspect the facility; however, they requested to inspect not only the electrical hazards related to the accident but the entire facility (a "wall-to-wall" inspection). Mar-Jac permitted them to inspect the accident site and tools involved but not additional areas.

A magistrate judge initially granted an inspection warrant in its entirety but later found OSHA hadn't demonstrated probable cause to expand the inspection's scope, a decision a district court upheld. OSHA appealed the decision to the 11th Circuit, arguing it was being held to a higher standard of proof than was appropriate, and that the existence of a "hazard" is an indication of a "violation" that justifies a full-scale investigation. The appellate court rejected that argument, finding that the violation itself must be shown to establish adequate cause in a warrant application.

In an online post, Metzger and Squillante write that the court's decision is a limit to OSHA's investigatory power within the 11th Circuit and potentially nationwide, as it means OSHA must establish probable cause to expand an accident-based inspection. It also means OSHA cannot expand the inspection based solely upon a national or regional emphasis program, nor simply by referring to alleged hazards identified in OSHA 300 logs.

"If OSHA seeks to expand an accident-based inspection," the Littler authors write, "an employer should carefully consider its options to appropriately limit the scope of the inspection."

—Michael J. O'Brien

HR's Role in the Employee Experience

The phrase "employee experience" is gaining increasing prominence in the HR function.

At Fresenius, the company's new chief experience officer, Angela McClure, will lead the "development of an experience strategy across all audiences, including employees, patients and their families, partners and physicians," according to a statement from the company. She previously served as senior vice president of HR for the company's Kidney Care division. Jim Monroe, Snag's CXO, previously led the company's people and customer operations, and now will focus on improving the customer experience, which includes employers and job seekers. At Qualtrics, new CXO Julie Larsen-Green will lead the design of "customer, employee, product and brand experiences," the company says.

Employee experience commonly refers to the workplace environment companies provide, centered on culture, physical workspace and technology.

A new survey suggests that companies are struggling a bit in the "technology" category. PwC's *Tech@Work and the Employee Experience* survey finds that, although 92 percent of C-suite executives say they're satisfied with tech choices at work, only 68 percent of staff agrees. More than half (56 percent) of employees say their company is too slow to update the technology they need to do their job, while the same number says technology is taking them away from human interaction at work.

Companies neglect employee experience at their own peril.

"A positive employee experience gets you out of bed on a rainy Tuesday morning; a negative one might make you consider calling in sick—or looking for another job," says Chris Rios, managing partner at executive-recruiting firm Blue Rock Search.

Although the CXO role isn't yet common in HR, it represents a "logical extension of where companies are going," adds Max Caldwell, HR transformation principal at the Hackett Group.

Caldwell says he's had four recent conversations with CHROs on this topic. Companies such as Airbnb and J. Walter Thompson have created CXO positions within HR, he adds.

These roles are typically a redefinition of existing positions previously focused on internal communication, recruitment marketing, employee engagement and culture, says Caldwell. They combine employee research and insights with programs designed to better attract and engage the workforce, he says.

At some companies, HR partners with the CXO to ensure the employee experience closely matches the customer one, says Rios.

Regardless of the actual title, says Caldwell, eventually more HR departments will have someone serving in an empowered role over areas such as engagement, communication and corporate culture. "They'll be providing much more of a design-thinking approach to how HR is delivering services and how it's structured," he says.

Paul Rubenstein, chief people officer at data-analytics firm Visier, advises companies to carefully examine their HR processes with an eye for employee experience.

"We need to think through our processes and ask what kind of brand or tone they suggest—are they fear-based or are they presented as a real benefit to the employee?" he says.

For example, a leave policy created through the lens of design thinking would make it easy for employees to plan for and request time off, says Rubenstein. He cites a company that even requires employees to take two consecutive weeks off during the summer with the explanation that people need that amount of time to fully disconnect from work.

HR leaders should not rely on a commitment to longstanding practices as an excuse for a subpar employee experience, says Rubenstein.

"Some people simply confuse tradition with inertia," he says.

—Andrew R. McIlvaine

Are Your Workers Sleeping on the Job?

Accountemps surveyed 2,800 American adults about how their sleep habits impact their work. The staffing firm found that respondents said they were tired at work:

very often	31%
somewhat often	43%
not very often	24%
never	2%

The report also ranked the top 15 "sleepiest" cities based on survey responses, with Nashville, Tenn., claiming the No. 1 spot, followed by a three-way tie among Denver, Indianapolis and Austin, Texas.

IN BRIEF

The Case for C-Suite Involvement in Onboarding

New research shows that when top executives are involved in onboarding practices, the company is twice as likely to have onboarding aligned with business goals and talent strategies, and linked with development and learning.

Brandon Hall Group's *2018 Impact of Strategic Onboarding Survey* found that less than one-third of organizations (31 percent) report their C-suite extensively supports onboarding through collaboration, participation, promotion and investment. Those with C-suite involvement see substantial improvements in retention, referrals and time-to-proficiency, and 80 percent report improvements in new-hire engagement.

According to the report, businesses with the most successful onboarding programs link it with learning and development; have a dedicated onboarding-technology solution integrated with an applicant-tracking system and other technology; utilize assessments and identify high-potentials during onboarding; have fully implemented engagement and assimilated practices; and provide new hires with mentors.

—Michael J. O'Brien

Recruiting in a Tight Labor Market

Given that most people who need a job already have one, what are recruiters doing these days to find and connect with the talent their organizations need? Jobvite's *2018 Recruiter Nation* survey, which queried 850 hiring professionals, sheds some light.

To build a strong employer brand, companies are pouring resources into social media (47 percent), followed by the company career site (21 percent) and advertising (12 percent). LinkedIn was the most-used channel for recruitment efforts (77 percent), followed by Facebook at 63 percent.

Texting is a growing aspect of recruiting, with 43 percent of respondents having reached out to candidates or applicants via text; of that number, 88 percent reported positive feedback from the job seeker, and only 4 percent got negative feedback.

Also of note, recruiters are getting less choosy about candidates' behavior and personalities: The need for candidates to demonstrate enthusiasm and good conversational skills decreased by 20 percent compared to 2017. Recruiters were also less likely to subtract points for rude behavior.

—Andrew R. McIlvaine

Workplace Inequity on Employees' Minds

A new report finds that workers are increasingly concerned about pay inequity.

"The forces shaping our societal landscape—calls for fairness, equity, transparency and trust—are driving an awakening in the workplace," says Derek Irvine, senior vice president at Globoforce, which conducted the survey of 3,600 people in the U.S., U.K., Canada and Ireland. The survey findings suggest employees are eager to make an impact but are less likely to stick around if inequity and "bureaucratic processes" get in the way, he adds. "It is simply unacceptable to treat men and women differently at work."

However, according to the report, that is indeed happening at many organizations. The survey found that men are more likely than women to agree they are paid fairly (70 percent versus 60 percent, respectively), and that nearly twice as many American men as women reported getting a bonus greater than $5,000. The survey also found 60 percent of women said they felt safe at work, compared to 70 percent of men.

—Andrew R. McIlvaine

Fixing the Broken Annual-Review Process

Research has routinely found continuous-performance management—as opposed to once-a-year, biannual or quarterly check-ins—is an effective way to assess performance and ensure employees are engaged; however, this approach isn't without challenges.

"We all know that the annual review does not work to improve performance, nor does it deliver needed business outcomes of the development and retention of top talent," says Doug Dennerline, CEO of BetterWorks. Continuous-performance management isn't just repackaging the dreaded annual review by conducting it more often; rather, the strategy relies on an ongoing cycle of lightweight, timely conversations between managers and employees on goal setting and alignment to business priorities. Also key, Dennerline says, are feedback and coaching from managers and peers, career-development paths and recognition of employee impact on the business.

At Workday, a performance-management shift has been underway for a few years. Cristina Goldt, vice president of HCM products at Workday, says the company calls the reformed process "performance enablement," a forward-thinking approach designed to put control in the hands of employees, who are encouraged to initiate performance conversations without waiting for their supervisors to do so.

"With performance enablement, you can look at where an employee wants to go and where the organization is heading," says Goldt. "From there, you can easily align the two to help facilitate the appropriate steps to move an employee, and the company, forward."

For any such program to be truly effective, however, managers need to learn their place in the hierarchy of performance management.

Sari Wilde, vice president of the HR practice at Gartner, says company research finds that the most effective leaders are "connector managers," who provide targeted feedback and coaching but also connect employees to other individuals and opportunities for development.

Gartner has found that connector managers can impact employee engagement by up to 40 percent, Wilde says.

Michael Rochelle, chief strategy officer and principal HCM analyst at Brandon Hall, adds that it's also imperative for managers to understand what employees are taught for continuous-performance management to be successful.

"When managers understand what their employees are learning," says Rochelle, "they are in a better position to coach an employee or suggest other learning. And turning managers into great coaches and mentors is a lynchpin for a great continuous-performance-management program."

One of the most common questions in revamping performance management is determining whether to scrap the annual review, which Rochelle calls a "seminal moment."

Dennerline echoes this sentiment, noting that strategic activities like compensation review, calibration discussions and succession planning are often tied to an annual review.

"But having rich, up-to-date insights about employee performance, development goals and feedback only enhances these downstream activities," he adds.

When revamping performance management, Rochelle says, companies should consider tying development and continuous-performance-management processes to team performance. "Currently, organizations reward individuals for doing well, even if the overall team isn't," he says.

Rochelle advises organizations that are exploring how to shift to a continuous-performance-management program to think big but act small—slowly but surely break down increments of feedback into smaller and smaller pieces.

"I'm not a fan of saying, 'Just get rid of annual reviews.' It's an oversimplification of the issue," says Rochelle. "What really needs to happen before anything else is to ensure managers are good coaches and mentors by preparing them to be coaches and mentors."

—Danielle Westermann King

New Fellows Inducted Into NAHR

The National Academy of Human Resources inducted four new Fellows and recognized the University of South Carolina's Riegel & Emory Human Resources Research Center (part of the Darla Moore School of Business) during a ceremony on Nov. 8. Pictured from left to right: Anthony Nyberg, professor at the Moore School; Lisa Buckingham, executive vice president and chief people, place and brand officer for Lincoln Financial Group; Diane Gherson, senior vice president of HR at IBM Corp.; Dermot O'Brien, chief transformation officer at ADP; and Angela S. Lalor, senior vice president of human resources at Danaher Corp. (See related story on page 34).

Corrections

"Transforming Big Blue" (Oct. 16, *HRE*, page 14) stated that IBM has 380,000 employees, but the correct number is 366,000. Additionally, Diane Gherson, senior vice president of HR at IBM, surveyed tens of thousands of employees for a new performance-review system.

"A Champion for All Employees" (Oct. 16, *HRE*, page 18) should have stated that Nationwide established its formal D&I structure in 2005, and that Gale King was named executive vice president, chief HR and chief administrative officer in 2009, after several years with the company.

"Are You Delivering a Great Employee Experience?" (November, *HRE*, page 43) should have stated that SunTrust's Momentum onUp is provided "at cost" to corporate clients.

Upcoming Events

Feb. 20–22
Recruiting Trends & Talent Tech LIVE!, Caesars Palace, Las Vegas. Recruiting Trends & Talent Tech LIVE! is a disruptive, one-of-a-kind event that offers active learning, inspiring networking opportunities, engaging teambuilding activities and groundbreaking HR technology that will arm attendees with the latest trends in HCM initiatives, talent-acquisition/retention approaches and efficient technology-utilization tactics to effectively align your workforce with your organizational strategy. Gain insight from the world's most renowned talent-acquisition experts and leaders in focused workshops, real-time sourcing labs, one-on-one time with analysts, peer-to-peer discussions and more. For more information: LRP Media Group at www.RecruitingTrendsConf.com.

March 5–7
HCI's 2019 People Analytics & Workforce Planning Conference, InterContinental Miami, Miami. Keep up with the latest in people analytics and workforce planning. Attendees will learn how high-performing organizations are balancing the need for shorter, more agile workforce-planning cycles with long-term talent strategy and how to align with business strategy to ensure professionals are focused on what matters. For more information: Human Capital Institute at www.hci.org/pawp-conference/2019.

March 18–20
2019 SHRM Employment Law & Legislative Conference, Renaissance Washington, DC Downtown Hotel, Washington. This conference will focus on the complex legal, legislative and judicial landscapes affecting organizations. Attendees will find out what lies ahead for the workplace and get information to protect organizations and manage risk. For more information: Society for Human Resource Management at www.shrm.org/mlp/Pages/2018Leg.aspx.

April 24–26
***Human Resource Executive®* Health & Benefits Leadership Conference, ARIA Resort & Casino, Las Vegas.** A strategic event focused on healthcare, wellness, benefits and more. It's where HR professionals gain innovative strategies and practical takeaways aimed at attracting and retaining talent, improving employee wellbeing and engagement, and increasing worker productivity. Session topics cover healthcare, wellness, retirement, work/family, voluntary benefits and technology. For more information: LRP Media Group at www.BenefitsConf.com.

May 6–7
HCI's 2019 Inclusive Diversity Conference, Hilton San Francisco Union Square, San Francisco. This conference will show how to leverage neuroscience, data and simple behavioral design to make diversity and inclusion part of everyday culture. Attendees will get tools and best practices to help workforces adapt to new attitudes and values. For more information: Human Capital Institute at www.hci.org/id-conference/2019.

May 6–8
WorldatWork 2019 Total Rewards Conference & Exhibition, Rosen Shingle Creek, Orlando, Fla. This conference will have three days packed with what's new in compensation and total rewards now, and what's on the horizon. It will spark attendees' creative thinking to help discover innovative solutions. For more information: WorldatWork at www.worldatwork.org/events/2019-total-rewards-conference-and-exhibition.

Cover Story

Rewriting Retirement

Nearly 80 percent of all employees expect to continue working during traditional retirement years, prompting employers to rethink timestamped career models.

BY JULIE COOK RAMIREZ

Magdalena McCloskey's life has been anything but ordinary. Born in Ottawa, Ill., in the depths of the Great Depression, her parents separated and divorced—a rarity at the time—when she was a small child. McCloskey went to live with her paternal grandparents in St. Louis, where she was educated by the Sisters of Loretto, a Catholic community that dates back to 1812.

Upon graduation, McCloskey felt a calling to enter the sisterhood, where she served as a nun, teacher and principal. After 18 years, she came to the realization "there was nothing more for [her] to do in that life," so she returned to secular living. Shortly after, the former nun married a former priest and the couple embarked on a life together, raising two children, founding an alternative school in Spokane, Wash., and launching a number of business ventures that proved largely unsuccessful.

Following her husband's passing in 2015, McCloskey joined a senior softball league, worked briefly at a Walgreens store, and moved to Denver to live with her daughter, son-in-law and grandson. It was there, at age 86, she began the next chapter of her storied life—as a caregiver for Omaha, Neb.-based Home Instead Senior Care.

McCloskey works two mornings a week, providing in-home care to a couple experiencing memory loss, and occasionally picks up extra shifts when her schedule allows. She finds great satisfaction in the work and feels her life experiences, particularly her time as a nun and raising her children, prepared her to care for seniors who haven't been as fortunate as she when it comes to physical and mental health.

While McCloskey's life story has been unique in many ways, the idea of working during what has traditionally been considered "retirement years" is becoming more common. Longer lifespans have increased the amount of savings needed to live out one's golden years. That, combined with the negative impact of the 2008 recession on retirement accounts, has given many seniors little choice but to continue—or return to—working long after previous generations would have headed off into the sunset.

"The reality is, people have the potential of living longer and healthier than at any other time in history, which has implications for how we think about our working lives, relative to our years in retirement," says Catherine Collinson, CEO and president of Transamerica Center for Retirement Studies in Los Angeles. "Saving and planning for a 30- or 40-year retirement is out of reach for many, and working longer is a very common-sense solution."

Nearly four-fifths (79 percent) of all employees expect to continue working during their retirement years, according to a recent survey by the Employee Benefit Research Institute. Expectations don't always match up to reality, however: Half of all current retirees left the workforce before age 62, reports EBRI, and 60 percent of seniors who lose their jobs end up retiring involuntarily because they cannot find a replacement job, according to the Center for Retirement Research at Boston College.

Erasing the Expiration Date

Employers are well aware of employees' plans to continue working, according to Transamerica's *18th Annual Retirement Survey*. Of the 1,800 employers surveyed last year, 70 percent say their employees expect to work past 65, with 74 percent reporting that employees plan to continue working either full- or part-time after they retire. Yet, the vast majority of organizations have not put programs in place to better accommodate senior workers.

TCRS found just 32 percent offer flexible schedules, 31 percent enable workers to shift from full- to part-time and 21 percent allow senior workers to take on jobs that are less stressful or demanding. When it comes to helping older workers gradually transition out of the workforce, a mere 20 percent of employers offer a formal phased-retirement program.

Employers' hesitancy to hire seniors or create programs to retain those already in their ranks is often due to an outdated view that workers have "an expiration date," according to Jeff Schwartz, human capital principal for New York-based Deloitte Consulting. Thus, their career models are based around a structure that "times out."

"Most career models are based on a very traditional three-box model: You are educated for 20 to 22 years, you work for 25 years, then you retire," says Schwartz. "If you live to be 100, your career could be 50 or 60 years. Most companies are not creating programs to focus on the 50- to 70-year-old cohort in their workforce."

SUE CASPER

"This notion of 'you are born, you get educated, you go to work and you retire' will be gone within the next decade. In its place will be a workforce strategy that assumes people are going to come in and out of the workforce for 60, 70, 80 years. That's really profound."

—Patricia Milligan, senior partner and global leader of the multinational client group at Mercer

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OPENING KEYNOTE

Purpose: How Living for What Matters Most Changes Everything

Vic Strecher, University of Michigan Professor and Author of Life on Purpose

Main Stage Events

Ideas & Innovators

Moderator: *Trish McFarlane, CEO and Principal Analyst, H3 HR Advisors*

5 Strategies for Fostering a Positive Workplace Culture

MJ Shaar, Wellness and Motivational Speaker

Rethinking Employee Benefits Public Policy: Short Term & Long Term

James Klein, President, American Benefits Council

Reimagining Your Family Benefits Strategy

PANEL

Becky Cantieri, Chief People Officer, SurveyMonkey
Shannon Ellis, Senior Director of Human Resources, Patagonia
Sarah Lecuna, Global Benefits Leader, Intuit
Moderator: *Jennifer Benz, CEO and Founder, Benz Communications*

Outside-the-Box Mental Health Strategies

PANEL

David W. Ballard, PsyD, MBA, Assistant Executive Director for Organizational Excellence, American Psychological Association
Julie Krause, Benefits Manager – U.S. Wellness, Microsoft
Jaclyn Wainwright, Chief Executive Officer, AiR Healthcare Solutions
Moderator: *Carol Harnett, Healthcare and Employee Benefits Consultant; President, Council for Disability Awareness; Benefits Columnist, Human Resource Executive®*

Tackling the Financial Woes of Your Lower-Wage Workers

PANEL

Brandi Newman, Assistant Vice President of Human Resources, Atrium Health
Bruce Sherman, Medical Director for Population Health Management, Conduent HR Services
Gregor Teusch, Head of Rewards and Employee Experience, Lowe's Corp.
Moderator: *Ilyce Glink, Financial Journalist; Founder/CEO, Best Money Moves LLC*

Rewriting Retirement

Organizations often shy away from phased-retirement programs out of concern they encourage older employees to leave and take all their institutional knowledge with them, according to TCRS' Collinson. While it's counter-intuitive to think of phased retirement as an employee-retention tool, she says, such programs are quite effective at keeping senior employees in the workplace because they provide the flexibility employees need to make a gradual transition.

"Many older workers want to continue working, but they don't want all the stress that comes with an 8-to-5 job," says Collinson. "Without a phased-retirement program, the employee just retires because it's an all-or-nothing proposition."

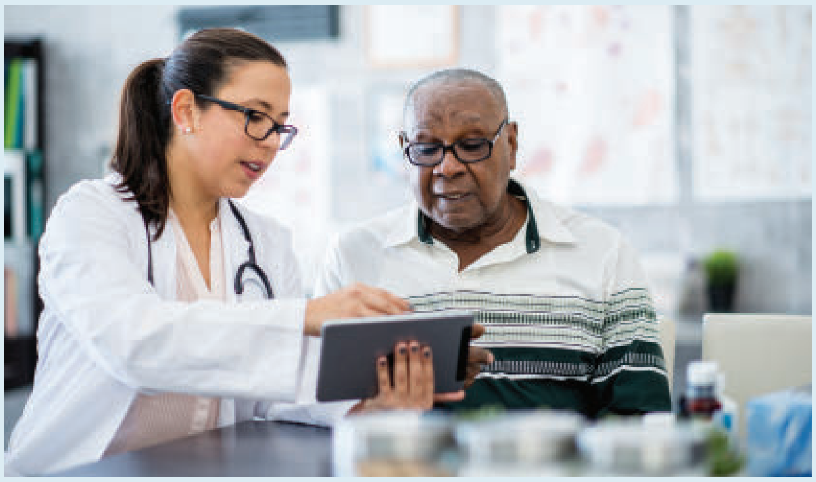
Granted, some industries have been at the vanguard of the senior-working movement for quite a while, says Patricia Milligan, senior partner and global leader of the multinational client group at New York-based Mercer. Among the first was healthcare, where a drastic shortage of nurses, radiologists and technicians forced hospitals, clinics and other facilities to adopt creative strategies for hanging onto older workers. Financial services, energy, consumer-packaged goods and manufacturing have also recognized the value seniors bring to the workplace and have launched initiatives to recruit and retain them.

Embracing "UnRetirement"

As the number of senior Americans continues to explode, Milligan says, companies that provide services or products geared toward that population are especially keen on tapping into their vast knowledge and experience. At Home Instead, for example, one-third of senior caregivers are themselves over age 60, according to Jackie Froendt, human resources director. Some, like McCloskey, entered the organization at an advanced age through referrals from other senior employees, while others sought employment as a result of the company's UnRetire Yourself public-information program.

Seniors are encouraged to "rewrite [their] retirement," using resources available at www.unretireyourself.com. From UnRetirement success stories and articles on ageism, the multigenerational workforce and what to do if you realize you "retired before your time" to an UnRetire Youself quiz, the site aims to help seniors identify the ideal "unretirement job."

"It could spark some interest in someone who has retired fully from their career but feels like something is missing," says Froendt. "It's really about educating the older worker to see what the next step is for them, where they can add value and what would fulfill them. If that's with Home Instead Senior Care, that's great, but if may be with another employer and that's OK, too."



Extending a Helpful Hand

When most Americans picture the home lives of senior citizens, they conjure visions of a quaint ranch-style home, a comfortable independent-living center or a cozy set-up in the home of a son or daughter. Sadly, a growing number of seniors are finding themselves homeless, due to skyrocketing healthcare costs, dwindling retirement funds or the lack of family to care for them in their golden years. In Los Angeles, which ranks second only to New York City in terms of homeless people, the number of homeless adults age 62 and older shot up 22 percent to nearly 5,000 people in 2018, according to the Los Angeles Homeless Services Authority.

Seeking to help seniors pull themselves out of homelessness, the City of Los Angeles Department of Aging developed the Older Workers Employment Program, a paid, on-the-job training program designed to meet the unique needs of homeless older adults. Launched as a two-year pilot in July 2016, OWEP gives participants the opportunity to earn a paycheck, while acquiring new job skills. To participate, individuals must be at least 55 years old and homeless.

Admittedly, helping homeless seniors reenter the workforce comes with a set of unique challenges, according to Laura Trejo, general manager of the City of Los Angeles Department of Aging. Potential employers require applicants to have a home address, identification and bank account. Participants typically had none, so OWEP set out to help them replace lost documents, obtain temporary housing and work with financial institutions to set up a means of receiving their pay.

In its first 20 months, OWEP served 103 older adults. While barely over 10 percent have found employment so far, Trejo is confident the program will succeed in helping employers overcome stereotypes about older people that are only compounded when homelessness enters the picture.

"The idea of hiring someone who is homeless and older was shocking to people at first, but once they met them, they would ask if we had more of them to consider," says Trejo. "One grain of sand at a time, we are chipping away at the mountain to say, 'You may want to reconsider and give them an opportunity.' "

While a new senior employee like McCloskey may opt to work an extremely limited schedule, others have been with Home Instead for a number of years and may find themselves looking to transition into retirement. Through the Pathways program, management works closely with the employee to help map out his or her final working years. That could entail a reduction in hours, a job change or a different set of responsibilities. At the same time, Froendt says, the company wants to ensure the transfer of knowledge from those older employees to their younger colleagues before they leave.

Passing the Baton

For Zeeland, Mich.-based office-furniture manufacturer Herman Miller, ensuring the smooth transfer of institutional knowledge is crucial, as more than 25 percent of the company's 8,000 employees are over age 55. All employees over age 60 with at least five years of service are eligible for the company's FlexRetirement program, which allows them to phase out of the workforce over a six-month to two-year period, according to Kim Smit, HR/performance accountability project manager. Employees who want to begin stepping down are required to participate in a 30-minute meeting with their team leader and HR representative to discuss the impact on the work group. The employee is also given a template to draft a transition plan that lays out which responsibilities he or she will retain and which will be shifted to another employee. The plan facilitates the transfer of knowledge, ensuring the senior employee passes along critical information to successors.

"[Herman Miller leaders] recognized a long time ago that they had a lot of people who were important to the success of their business who were reaching retirement age," says Jacquelyn James, director of Sloan Research Network on Aging & Work and research professor at Boston College's Lynch School of Education in Chestnut Hill, Mass. "They developed a very elaborate process for allowing people to make a decision about when they want to retire and, in doing so, make plans for their ultimate departure so they don't create a brain drain."

Those senior workers who aren't ready to begin phasing into retirement have a number of flexible options to help them remain engaged and productive, while recognizing their needs and preferences may have changed. In addition to standard flexible-schedule options, they can opt for FlexShare, which allows for the sharing of responsibilities of one full-time job among multiple people; FlexPlace, which enables employees to work in different locations; or FlexPartTime, which allows workers to try out part-time schedules to determine if they are ready to begin stepping down from full-time work.

Those seniors who wish to escape the brutal Michigan winters for warmer climates can opt into the company's FlexYear program, which enables them to take a six-, eight-, 10- or 12-week unpaid leave, but still retain company benefits. The program is available to all employees, regardless of age, but Smit is seeing "retirement-eligible employees" increasingly taking advantage of it, with some using the time away to assess whether they're ready to leave the workforce completely. It also enables the company to determine whether it is prepared for that employee's eventual departure.

"The challenge is backfilling them while they are gone, but it's been a great opportunity to say, 'What are we going to do when they're gone? Do we have somebody ready?' " says Smit.

Whether they phase out gradually or retire in a more traditional full-stop manner, senior employees of Herman Miller often find they miss the working world, according to Heather Brazee, director of employee benefits and wellness. "A fair amount of people" end up coming back on a very limited basis or perhaps even as contractors, she says. That comes as no surprise to Milligan, who says longer lifespans will necessitate the creation of new career models that no longer assume seniors will be leaving the workforce at some predetermined point—if at all.

"This notion of 'you are born, you get educated, you go to work and you retire' will be gone within the next decade," says Milligan. "In its place will be a workforce strategy that assumes people are going to come in and out of the workforce for 60, 70, 80 years. That's really profound."

Send questions or comments about this story to hreletters@lrp.com.

Human Resource Executive's HR Technology Conference & Exposition®

The 2018 HR Technology Conference shone a light on the need for HR leaders to plan ahead in order to make the most of today's technology. BY *HRE* STAFF

Technology of Tomorrow

As much as technology is shaping today's world, it's also laying the foundation for tomorrow.

That idea was on display at the HR Technology Conference & Exposition® in September in Las Vegas, where thousands came together to learn about the latest trends and solutions impacting the HR-tech field. Among the many themes that emerged was a consensus that HR technology is evolving at such a rapid rate that HR professionals need to be vigilant about keeping pace—in order to help their organizations stay ahead of the curve.

The following are a few of the highlights from sessions that explored how HR leaders can be forward-thinking when it comes to tech:

HR Tech Conference attendees attentively listen to a conversation on building a culture of wellness and health with moderator and independent analyst Josh Bersin, Thrive Global Founder and CEO Arianna Huffington (center) and SAP Executive Board Member Jennifer Morgan.

Randi Zuckerberg on Tech's Future

What's the best way to get ahead as a woman in the male-dominated world of technology? According to Randi Zuckerberg, you need to have a masculine first name. Joking aside, she said, during most of her career, particularly during her time at Facebook, she fielded many questions such as, "Where's Randi? I thought I was meeting with Randi."

Gender expectations were among the many topics Zuckerberg addressed in her opening session, "Future Consumers: Decoding the Trends and Opportunities Today," in which she traced her whirlwind career. After studying business marketing at Harvard University, Zuckerberg moved to New York to work at a well-known advertising agency. One day, her brother Mark called and offered her a digital marketer position at his start-up, which he was calling Facebook.

Once she arrived on the West Coast, she said, she saw there was something truly inspirational about the scrappy start-up. The small team had a real passion; they truly believed they'd change the world. At the time, though, they were competing with already established tech giants that offered employees fancy lunches and amazing (expensive) perks. How could Facebook compete for the best engineering talent?

The team decided to use its passion of entrepreneurship to attract talent. They would host all-night hackathons for everyone in the company to join so that they could all feel like entrepreneurs. The submissions had to be passion projects that were separate from contributors' everyday jobs.

During one, Zuckerberg presented an idea that was met with skepticism. She wanted to know what it would look like if everyone using Facebook was his or her own broadcaster. So, she set up a mini-studio in a closet and broadcasted herself in real time on Facebook. Both of her parents tuned in—and that was the end of Facebook Live with Randi Zuckerberg … or so she thought.

A few weeks after the failed broadcast, Katy Perry's team called Zuckerberg and said the singer wanted to launch her world tour on Facebook Live with Randi. She said she considered how her male colleagues would respond to the request.

"Would they say, 'Sorry, Facebook Live isn't a reputable show?' " Zuckerberg recalled. "No! They'd say, 'Sure, come on in,' so that's what I said, too."

In 2011, Perry delivered the first Facebook Live broadcast, which became a hit. President Obama later asked to do a Facebook Live Town Hall, which turned into a weekly White House broadcast. And now, there is a Facebook Live button on 2 billion profiles around the world.

"I didn't see myself as an entrepreneur when I went out to Silicon Valley. I was a supportive person in marketing, 'supporting' the entrepreneurs," said Zuckerberg. "Every one of us is sitting on that 2 billion button idea. It depends on if you're encouraged to take risks and not be afraid of failing in pursuit of your idea."

After her massive "failure" turned into a hit, Zuckerberg did what any successful executive would do … and left her job at Facebook. The reasons, she said, were complicated and included a desire to research how to bring more women to the leadership table at tech companies.

On that front, Zuckerberg created Sue's Tech Kitchen, a pop-up that aims to get more women and girls interested in tech. She spent time researching the exact moment when girls often lose interest in tech—age 9—and set out to create a dessert café featuring robots, 3D printers, science experiments and more to change their minds. She wanted the kids to play with their food while learning, showing them that tech can bring a family together instead of keeping them apart. The most popular items in the café have been the 3D-printed S'mores and pancakes made by robots.

"We had all these families that hadn't pursued STEM or tech come, and it opened up opportunities to talk about

AI and robotics and skills they need for their careers in a way that feels non-threatening and non-overwhelming," said Zuckerberg.

The venture is among a huge surge in pop-up experiences—restaurants, stores, photo opportunities. Apart from that trend, Zuckerberg shared four predictions that she said will shape the future of tech: Tech consumers will see everything as media; they will value scarcity and experiences; they will think about their careers differently; and they will want a healthy balance of technology.

"Every one of us is a media company. If you reach even one person inside of your company online with the tools you're building and communication, you're a media company," she said.

The spirit of entrepreneurship, she added, can help bring to fruition that "2 billion button" idea we all have within us—but getting that idea to surface in the first place is something uniquely HR: company culture.

"It depends if you're in the right atmosphere where you're encouraged to be creative to let those ideas out."

—Danielle Westermann King

Companies Shifting HR-Tech Focus to Data

Overall HR-tech spending is increasing, according to the results of Sierra-Cedar's *2018-2019 HR Systems Survey*, which was released during a session at HR Tech.

Stacey Harris, Sierra-Cedar's vice president of research and analytics, said that increase also comes with more value per dollar.

"In other words," she said, "more modules, more capabilities per dollar spent per employee."

The challenge with that, she noted, is that "we're also seeing a lot of organizations that are struggling with the skill sets and capabilities inside their companies to use all these assets and tools. So we have a real adoption issue that's going on in organizations: HR technology outpaces the skill sets of the current technologists or tech roles in many of these organizations."

The survey found that, in an effort to overcome that challenge, 25 percent of all large organizations plan to add more HR-data-analytics workers, compared to 17 percent of medium-sized companies and 7 percent of small companies.

Harris said the report also highlights a shift in HR tech from a focus on the process and practices of HR to a focus on the data that are required for HR and workforce intelligence.

"And that shift has been a pretty long transition," she said, "but this year we're definitely seeing the outcomes of organizations that are starting to make that shift and how they're changing how they think about their HR systems."

The 21st annual edition of the survey is the latest installment of the longest-running research effort in the HR industry. It was conducted from April through June 2018 and is based on 1,312 unique organizations representing a total workforce of 17.7 million employees and contingent workers.

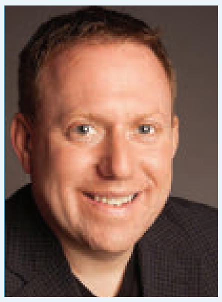
According to the report, only 17 percent of surveyed organizations felt their HR systems "always" met their business needs. But for the other 83 percent of organizations, the No. 1 issue identified across all application areas by almost half of organizations was configuration and customization limitations, followed by functionality gaps (44 percent). Internal knowledge and skills were a major gap identified by 24 percent of organizations, giving vendors and system integrators an opportunity to address issues beyond technology.

Among the surprises in the report, Harris cited a 72 percent increase over last year in the number of organizations that had a "rip-and-replace" model in place.

"That shows that if you haven't made the transition yet or [don't] have a strategy yet, you're behind the curve," she said. "If you haven't thought about how to update and upgrade your HR technology in some way, you're no longer going to be at the head of the pack."

—Michael J. O'Brien

By Jason Averbook/People Side of Digital



A New Workforce Experience

Jack Welch, the famous former CEO of General Electric, once said, "If the rate of change on the outside exceeds the rate of change on the inside, then the end is near." If you've ever been to one of my keynote presentations or are one of my clients, you probably have heard me talk about how employees today have better technology in their smartphones than what their employers are providing them.

After my years of traveling all over the world, I am certain that employees' expectations for workplace technology have completely changed—forever. With the coveted responsibility of "owning the employee relationship," we in HR also have a mandate to deliver and drive a much better workforce experience than we have in the past. This starts with developing a digital (not just technology) HR strategy.

Within the pages (both print and digital) of *HRE*, there are many great features designed to give you a deeper look at HR technology and what solutions might fit into your plans over the next several years. Let's be honest: Without the amazing, innovative technology that solution providers are developing at a record-breaking pace, you and I would not be in this game. So starting this month, I will share with you my perspective on what is necessary to equip yourself with before embarking on any HR-technology initiative.

As an extension of my recent HR Technology Conference presentation, I'll be diving into the key ingredients of a proven formula—mindset, people, processes and technology. I will explore how HR leaders can create a vision and strategy, gain commitment to change, empathize with the people who need to understand the vision, define the business outcomes, grasp how to leverage technology and determine what technology needs to be in place. The honor of having a monthly column in *HRE* is humbling to say the least and one that I take great pride and responsibility in, as together we continue to drive our industry forward.

While employees have high expectations for their work experience, HR leaders should not expect that a "one-click" tech solution will solve this challenge. In order to reimagine the HR function, we need to think differently and change the status quo. What I've come to realize is that organizations either have a growth mindset—which is about innovation, constant change and driving forward—or a fixed mindset that maintains the status quo. Usually, employees have a growth mindset and organizations as a whole, by and large, have a fixed mindset. This creates a huge clash between the individuals looking to drive change and the organization pushing back. This is exactly the point of impact I hope to deal with in this space.

What can we do to break that "mindset chasm" that exists? We have to think digital first and answer a few questions: What do we want to be great at versus what's OK to be just OK at? (Call it performing if you are not OK with OK.) How do we discontinue developing processes that are only the exception (less than 1 percent) versus reimagining processes for the majority (99 percent) of the workforce who will benefit from better experiences at work? And most importantly, we want to design our processes with the mindset of the workforce facing in, instead of HR pushing out onto the workforce.

It's vital for HR leaders to understand that digital and technology are two completely different things: Digital is how we are trying to reimagine business results; technology is simply how that task gets done.

HR needs to leverage the power of digital thinking to break down its silos and bring forth what I call a frictionless workforce experience. There are four things that organizations and HR functions, in particular, need to focus on for a frictionless workforce experience: right product, right people, right moment and right channel.

As we think about this in the context of technology, what is most important is that we realize and remember that an experience is not a user interface—it's a combination of transactions and interactions. And this is where trust lies: Trust doesn't come by having great transactions, but rather with the interactions we have with our workforce in moments that matter.

We must act inside organizations similarly to the way the world works outside the walls of the organization if we expect to drive an engaged workforce. Nothing will change unless we change. People are ready. Processes can be ready. Technology is ready. Is your mindset ready?

Jason Averbook is a leading analyst, thought leader and consultant in the area of HR, the future of work and the impact technology can have on that future. He is the co-founder and CEO of Leapgen, a global consultancy helping organizations shape their future workplace. Send questions or comments to hreletters@lrp.com.

Driving Predictive Talent Planning

How do you decide to invest in different talent trends?

At Accenture, the professional-services company with 449,000 workers in 120 countries and $33 billion in revenue, big data are helping provide the answer to that question, according to Mike Gabour, a next horizon skills lead with the organization.

"Tech is changing at an exponential pace," he said during a conference session titled "Hiring for the Next Big Thing at Accenture: Big Data Drives Predictive Talent Planning."

"Gone are the days when you had 10 years to respond to a new tech trend. These days, you'll be lucky if you get two," he said. "So we always have to look ahead to stay ahead."

But what if you could use that same technology to predict those next trends?

About two years ago, Gabour said, Accenture teamed up with researchers at MIT, "dumped a boatload of data on the conference-room table and asked them one question: 'How do we make sure we don't miss the next trend?' "

After the MIT team looked at job-posting data and talent-pipeline data, they were able to understand those trends markers and successfully be able to predict what was coming up. But they soon realized they were missing a key component: What was happening outside of Accenture's internal data?

That's when they turned to Burning Glass Technologies to dive into the larger world of human-capital data to get answers to questions like: How do we validate what we're seeing internally? How do we make sure we're not missing what's happening in the external marketplace? And how do we look to the next one to two years and predict what those future trends will be?

But human-capital data are "super-unstructured and very messy," said Enrique Cruzalegui, vice president of strategic accounts at Burning Glass, adding that people use the same words to describe completely different concepts, such as "associate" at Walmart versus the same title for someone at McKinsey.

To create order out of all that chaos, Burning Glass collects data from 50,000 sources and has nearly 1 billion jobs in its database going back to 2010.

"What that data contain is essentially very coded job postings from wherever that data live, combined with government data, educational data," Cruzalegui said, "and we have mapped that to a taxonomy that we have developed internally."

This approach allows them to see job skills in context and make appropriate comparisons between two companies in the same industry in order to get an accurate look at the companies' "talent shape" and evaluate the skills for which the company is hiring.

Through this approach, Cruzalegui said, Burning Glass has defined four different skills categories. Escalators are growing fast and build on existing technology but aren't "going to shake your world up," while disruptors "could potentially really change the way you do business." Stabilizers "might be a type of day-in, day-out skill, such as data manipulation," while challengers are skills that "you know you're going to need, but they're just hard to find, such as data architecture."

This information is critical for companies like Accenture, Cruzalegui said, because it has to be able to forecast the skill that "hasn't been invented yet that's going to revolutionize how you do XYZ."

But tracking disruptions across multiple dimensions means not only looking at job descriptions but also keeping an eye on "internet chatter," as well as maintaining a large database of resumes that Burning Glass uses to validate its findings and "see how people are moving across their career pathways," he added.

Using this information, Gabour said, allows companies like Accenture to identify where those future skills gaps will be and how to invest in learning, as well as where to focus hiring.

Accenture was also able to answer some key questions for its leaders, Gabour said, including: Which skills are growing fastest, faster than expected or declining in the marketplace?

"This information can really help inform our decisions and prioritize those investments we need to make on a quarterly or annual basis," he said, citing the example that, when working with Accenture Security, the team found cybersecurity skills were far different than information-security skills.

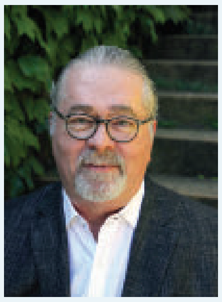
"It's at this level of specificity that those insights can be actionable," he said, adding, "without that tangible information, it's really difficult for a business leader to make those decisions."

—Michael J. O'Brien

Send questions or comments about this story to hreletters@lrp.com.

The 2019 HR Technology Conference & Exposition® will be held Oct. 1 though Oct. 4 at the Venetian in Las Vegas. Go to **www.hrtechconference.com** to learn more.

By John Sumser/Emerging Intelligence



Understanding AI in HR Tech

There are several basic principles to understand about our new digital co-workers. The first is that most current "artificial intelligence" is really nothing more than a set of sophisticated statistics. Another is that the output of an "intelligent machine" is an opinion, not a fact.

This latter idea may be the most important thing you learn about intelligent tools—just because it comes from a computer doesn't mean it's either real or true.

In the same way that humans have unconscious bias, machines have uncoded bias. They only know about things that are measured, quantified and given to them. Like people, they are bad at accounting for what they can't see and don't know. Lacking any imagination whatsoever, their worldview is limited to the data in their possession.

What's worse, machines can only know how things were in the past. Their opinions are limited to associations; *this* is like *that*. They can't experiment, propose alternate scenarios or intervene to improve. When the world is not like it was yesterday, their work stumbles.

Currently (and for the foreseeable future), our new digital "interns" are the worst sort of employee imaginable. They are literal-minded, opinionated, require extensive training, only stop when you tell them to, have no conscience and require retraining from scratch when something is not right. And still, we need to use them now while the technologists work to take us to the next level because the next level depends on more data from us.

This means that we have to learn to argue with machines and train our human employees to understand this new type of software that gives suggestions and opinions instead of facts. Like video gamers looking for the next hack, employees will need to monitor, understand, question, and exploit the vulnerabilities of their tools and account for them. Digital employees are central to our future, but managing them is very different than managing people or older software.

With humans, a manager can afford to be imprecise or distracted. Trust can be expansive. With machines, every delegation, follow-up or training must be flawless. The effectiveness of an intelligent tool is entirely dependent on its manager. Humans can overcome bad management; machines cannot.

Here's another important principle: The company with the biggest database usually wins.

Data are the new infrastructure, the foundation of intelligent tools and new forms of business. Unlike old-fashioned enterprise computing where workflow was king, intelligent tools thrive on the boundless opportunity to discover patterns. For companies, this means that the need to clean up their data is urgent. For vendors, the credibility of their claims rests entirely on the volume and quality of data they use.

Many small start-ups need data so badly that they are willing to discount deeply to get them. It's a high-risk, high-return gambit for companies that choose this path. It requires real confidence in the vendor and its funding, coupled with the internal capacity to weather big mistakes.

On the other hand, legacy companies, with massive troves of data, spend time scientifically validating their theoretical models before handing them to customers. For this reason, big companies have a lopsided advantage over small start-ups.

You recently may have heard someone refer to data as "the new oil." It means that our world today is as, or more, dependent on data as it has been on petroleum. Start-ups building intelligent tools must have the equivalent of mining and exploration divisions to function.

So when exploring your options, always ask your potential suppliers these questions about their offerings:

How does the machine form its opinion?

What do we do if it's wrong?

Where do your data come from?

How much data do you have? (Or, what is the sample size?)

Then, understand that we are at the beginning of building and using intelligent tools, there is much work ahead and we will have to think about our machines differently from now on.

John Sumser is the principal analyst at HRExaminer*, where he researches the impact of data, analytics, AI and associated ethical issues on the workplace.*

RECRUITING TRENDS & TALENT TECH

The opening-keynote speaker at this year's Recruiting Trends & Talent Tech LIVE! explains what's making recruiting more important than ever. BY RUSTY RUEFF

Why Recruiting Matters

The year: 2006. The buzz: The war for talent (first termed by McKinsey & Co. in 1997) had returned.

There was no keeping up with the demand for talent across all industries. The internet-bubble burst was behind us. The 9/11 attacks were still fresh in our minds, but industry was not going to be held down. The economy was in full expansion mode, and talent was once again being sucked up out of financial services and consumer goods and heading west to join technology companies. The domino effect had companies with more openings than they expected, and they called on all types of recruiters to come to their aid: retained search, contingency, contract hiring, internal. It was all hands on deck, and it became a "whatever it takes" game.

And then, in late 2007, the music stopped and the Great Recession began. Those big recruiting teams went the way of Lehman Bros., and it became a buyer's market. A mindset of "arrogance of supply"—a term that Hank Stringer and I coined in our 2006 book, *Talent Force: A New Manifesto for the Human Side of Business*—took over.

Those were dark days for talent. We worried whether we'd have a job the following month. The *Glassdoor Employment Confidence Survey* (confidence level as to whether you could replace your job and salary within six months) yielded the lowest confidence percentages to date. And employment churn (changing jobs) seemed almost non-existent. To recruit people out of their current company was like chiseling them out of concrete. It was just too risky to move. Those who were still recruiting had to use new muscles, all the while combatting their own company employment-brand image as pay was cut, perks eliminated and the response from the boardroom on the need to continue to work on retention was too often: "Where are they going to go?"

Rusty Rueff

During the contraction, we learned a lot.

And now, we've been at full-growth throttle for almost 10 years. It's been so long that we might have forgotten that, pre-2008, we didn't have the transparency that sites like Glassdoor brought to the market. We didn't have many of the technology tools and platforms that make our efficiency better but our talent-acquisition jobs harder because the talent has more control over the direction of their careers—right there in the palms of their hands. Much has changed, but much hasn't, and I'd argue that our roles as those who bring talent into our companies has never been more important, or more critical, to the health and wellbeing of companies and people.

Each day, we feel the pressure of more growth and fewer people available to fuel the expansion in new jobs and responsibilities. The last thing we want to hear is the government touting that we have fewer people looking for work than the number of open jobs. We're getting pressed to fill the roles while, at the same time, not letting quality slip and keeping hiring costs down. It's truly harder than any of us can remember. But what we know for sure is that it won't last. And to that, we must ask the question, "Are we ready?"

I said above that the role we play in talent acquisition is important and critical, and I mean that in the most stringent of ways. Of course, we don't want our businesses to stall because we can't deliver enough of the right talent at the right time but, more importantly, *how* we hire is in the spotlight. I would go so far as to say that our roles are as important to the future as any other role in the company. However, if we are in the role today, do we realize that? And if the role reports to us, do we recognize, reward and support these people accordingly? These are my reasonings for all of us upping our game:

We supply the fuel. I've already stated that we can either further, or stunt, the growth of the company by our ability to keep the supply of quality talent coming and delivering that talent at the right time. Talent is the fuel of the company and, by being the discoverers of that talent, we must keep the octane level high. If we let our standards slip and let talent flow into the company that is not the best of the best, we run the risk of having a sub-standard person make his or her way in. We all know the problems that can create, so we must make sure we keep raising our own bar, too.

We can cause lots of problems. Part and parcel of being good at talent acquisition is the ability to sell candidates and sell hiring managers. We have to be able to sell a candidate on the company, the job and the culture. If we're good at this, which we must be, we can also end up selling people into somewhere they shouldn't be. Many times, I've acted as the counter-person to those who tell me how excited they are about a new opportunity, which, as I listen to them, makes no sense whatsoever for them. Why is it so important to take this into consideration? Because the stakes are so high: Picture an executive who leaves a great company and a great job and relocates her family to take on a new position. If she loses that job because it wasn't the right fit, she can't go back to where she was—she'll need to find another job, possibly move her family yet again and will have to explain for a long time (if not for the rest of her career) why that job didn't work out. And what about generationally, when a child sees his or her parent not happy, or worse, feeling mistreated by a company? What impression of work, and trust of others in the workplace, does that leave on a member of the next generation? It's a big deal when someone takes a new job—we can be the ones to ensure that it's as right as it can be *before* we put on our selling hat.

We can be the antidote to bias. We are already the first screen of talent into the company, and we have more power over bias than anyone probably recognizes. We can sway the makeup of the company through our own unconscious and conscious biases by whom we let into the interview pool of candidates. If we wanted everyone in the group we recruit for (the whole company, in some cases) to all be people who wear glasses, we could make it happen just by screening in those who wear glasses when they interview. We wouldn't always be right, as sometimes people who wear glasses also wear contacts, but it'd probably take a long time before someone noticed that all the candidates were (at some time) glasses wearers. Of course, this is silly, but think about the power we have and how we need to work against our biases. I happen to like people who have a sense of humor, and I gravitate to them. Do I need to check myself each time I like someone over someone else? I think I do. I think we all need to. And, when it comes to the predictive-analytics and AI applications that the future will bring, we must be the guardians of keeping bias out of the system. None of this is easy but, then again, nothing that's worth anything comes easy!

We must be ahead of the curve. To touch on my last point about technology and talent acquisition, we must find a way to be ahead of the curve, not behind it. I've always said that one of the greatest traits of successful people in functions that might be behind in adopting technology is curiosity about what other functions (marketing, sales, finance, etc.) are doing to be better and more productive. We need to be good at pattern recognition to understand what might be applicable to our functions and to understand the technology better than anyone else would ever imagine we could. It's called staying ahead of the curve! When we're ahead, we can be creative and adaptive. But when we aren't pushing ourselves to learn new ways, try new technologies and break out of our set ways, then we aren't growing—and the company and the talent we serve *need* us to be growing.

We are needed! If all of the above doesn't scream that we're needed, I don't know how else to say it more clearly. We have awesome jobs, with awesome responsibility. Even though we may not get all the recognition as such, we're important, and we need to remind ourselves of that. I often like to use the analogy that when you're in the business of human capital management, it's a bit like being a catcher on a baseball team. It goes this way: The game can't start or go on without a catcher. The catcher is the only person on the team who has a full-field view and can see the faces of all the teammates on the field. The catcher is the one on the team who needs to know both their own team and the other team so that the defense can be shifted. The catcher is the only person who meets and interacts with all the players of the opposing team (just like in recruiting). The catcher can stop the game and call the plays with the pitcher (the pitcher can brush off the catcher's pitch calls but, if a hit occurs, it isn't the catcher's fault). The catcher knows all the rules because the umpire is right over his or her shoulder. It's a role that is beyond critical. Sounds pretty good, right?

It should because that's us! We are the catchers! The bad news? Well, like catchers, we need to be willing and able to have someone throw balls at us all day long!

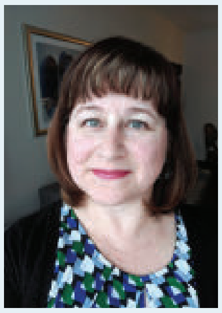
So, if today there's any doubt that what we do in talent acquisition isn't part art, part science and a whole lot of business impact, put that wondering aside and head back out on the field. Because there's a team that needs you … and needs you at your best!

Rusty Rueff is a longtime talent-acquisition leader (having served as executive vice president for HR at Electronic Arts and in senior HR positions at PepsiCo and United Technologies), business leader (serving as CEO of SNOCAP Inc.), founding board director of Glassdoor and co-author of the best-selling book Talent Force: A New Manifesto for the Human Side of Business.

Recruiting Trends & Talent Tech LIVE! will take place Feb. 20 through 22 at Caesars Palace in Las Vegas. For more information go to **http://recruitingtrends.com/**

By Elaine Orler

Gearing Up for the Most Innovative Recruiting Event



We're just two months away from Recruiting Trends & Talent Technology LIVE! in Las Vegas, held Feb. 20 through 22. The conference promises to be the most innovative yet.

Having attended dozens of conferences in my 25-year career, there are a few things that always make the best events stand out in my mind: Opportunities to meet new people who are dealing with the same day-to-day challenges as me; speakers, topics and stories I can learn from; the chance to see how the latest technology is solving real business problems; and the parties—because we all need to celebrate what we do once in a while!

The team behind Recruiting Trends & Talent Tech LIVE! is working hard to ensure all of these opportunities will abound, while infusing some additional fun into the program. Here is a list of the new experiences you can expect at this year's conference:

Dynamic Rooms for Dynamic Content: At the typical recruiting conference, you have your expo floor—where you go for refreshment breaks, meals and to check out the vendors—and then you have to trudge off to a warren of conference rooms (that are often a good hike away) for the breakout sessions. By the end of the day, your feet are hurting and you're exhausted.

At Recruiting Trends & Talent Tech LIVE!, by comparison, the expo hall will serve as the nexus for learning sessions, networking opportunities and vendor meetings, as well as fun events. We're mixing it up with different theater types: Collaboration Roundtables, with speakers focused on today's recruiting challenges, discussion topics and instant networking; Classroom Tables, to facilitate hands-on learning from the amazing speakers who will share how they attract talent while you take on activities to do the same; and Silent Sessions—in the expo hall—where you can access everything happening around you but still focus on the content shared in the sessions with the help of headphones.

From Breakouts to Mega Sessions: The agenda is set, with focused areas to help you easily navigate the content that matters most to you. As you know, a few topics are just too important to try to cram into a one-hour presentation, so we've extended those key sessions to 90 minutes. This will ensure more time for deeper learning, conversations and interactions. Review the full agenda on the conference website, and start to plan your session schedule now.

Scout Bar: We've invited some of the smartest sourcers (talent scouts) in the market to staff our Scout Bar. We all have that one position we just can't seem to find the right talent for. This will be your opportunity to bring that job description to the Scout Bar, where sourcers will compete for bragging rights and prizes to identify talent (with their advanced sourcing techniques) and produce a short list of candidates.

Analyst Café: There are dozens of analysts and influencers in our industry whose research you've most likely come across but have never actually met. This will be your chance: We've created a meet-and-greet analyst café for you to get your tough technology, strategy and process questions answered by those who spend all of their time researching and measuring the industry. Schedules will be published so you can block out time to engage the analysts with your direct business needs.

Power Lounge: Sometimes we just need to refuel our devices and our minds. The Power Lounge, open in the center of the expo hall, will give you a chance to charge a device and charge up on networking conversations with your peers.

Innovation Theater: Back by popular demand, the Innovation Theater will feature 10- to 20-minute presentations tied to product capabilities, challenges in the industry, and leading changes and best practices. Stop by the stage to see what's next in our industry.

Awards Reception and Banquet: Who doesn't love a good party? We're honoring some amazing individuals and companies for their success and impact on the talent-acquisition discipline, and what better way to do that than with a reception and banquet? While not the prom, it will be a celebration of our industry, key contributors and the influential work that that is being done every day.

I hope you'll join us for the first recruiting-focused conference of 2019. We're committed to bringing in the smartest people to share their stories and provide you with an unprecedented opportunity to network with your peers.

Elaine Orler is founder and CEO of Talent Function and program chair of Recruiting Trends & Talent Tech LIVE!, which will take place Feb. 20 through 22 at Caesars Palace in Las Vegas. Go to http://recruitingtrends.com/ for more information.

Human Resource Executive HEALTH & BENEFITS LEADERSHIP CONFERENCE™

An employee at SurveyMonkey wanted to know whether third-party contractors also had access to great benefits, so the company's chief people officer decided to find out—and ultimately made some changes. BY DANIELLE WESTERMANN KING

Surveying the Benefits Landscape

Rebecca Cantieri (left), chief people officer at SurveyMonkey, and Rocio (Rossy) Vargas, CEO of Clean & Green, say both companies have found success from providing contractors access to benefits.

It may not come as much of a surprise that SurveyMonkey administers surveys internally. What may be a bit unexpected is the outcome of said surveys.

Responses to an annual pre-open-enrollment survey last year led to some significant changes for contractors, a group of workers who are typically left out of benefits conversations, says Rebecca Cantieri, chief people officer at SurveyMonkey. She will lead a session titled "Why SurveyMonkey is Bringing Benefits to Vendors and Contractors" at the Health & Benefits Leadership Conference in April in Las Vegas.

Cantieri says the annual survey asks employees about their satisfaction with current benefits, as well as how much they interact with different perks the company offers.

"We found high satisfaction across the board—4.5 out of 5 stars consistently," she says. "Employees were happy and feeling taken care of. Then we read through the open-ended questions, one of which changed everything."

One employee questioned whether three of SurveyMonkey's janitorial staff members, contracted from Clean & Green, had good benefits. Cantieri paused, realizing she wasn't sure.

"These workers are here when we get here and when we leave, and they contribute to SurveyMonkey just as much as our other employees do," she says, noting, however, "we had a good idea that, if our third-party contractors were receiving benefits, they wouldn't be at the same level as SurveyMonkey's."

This led Cantieri and her team on a mission to explore if, and to what extent, benefits were offered to the janitorial staff from Clean & Green, cafeteria staff from Bon Appétit and contract workers from Eastridge Workforce Solutions, through which many of SurveyMonkey's freelance writers are contracted. And, as suspected, she learned that these workers had limited to no benefits in place.

Though there's evidence that the gig economy is continuing to grow, such workers often don't have access to benefits. And even if staffing agencies do offer some benefits programs, they may be limited in scope or well below the standards of the company for which the contractor works—as was the case at SurveyMonkey. Two of the three vendors supplied workers with healthcare options but nothing else, and the third was unable to offer any benefits—until SurveyMonkey stepped in.

Setting Vendor Standards

One of the first things Cantieri did upon evaluating the 2017 survey responses was connect with SurveyMonkey's benefits broker, Dan Maass, co-founder of i2i Benefits, to discuss how to begin to rectify the benefits situation for contractors. Cantieri and her team had determined that they wanted to address three main areas to start: health (medical, dental and vision), paid time off and transportation subsidies.

"My job was to look at the market to build out that benchmark of health, leave and commuter benefits," says Maass. "The benchmarks were within the market of where national averages were in terms of plan design."

For example, he says, national healthcare benefits fall into four coverage tiers, ranging from platinum to bronze: 90, 80, 70 and 60 percent employer coverage. Within those tiers are other considerations, such as high deductibles, which lower-income workers—who may include some contractors—often have a difficult time affording. So Cantieri and Maass decided that the benchmark for third-party vendors that wanted to work with SurveyMonkey would be gold coverage, or 80 percent employer-paid costs. (Employees would pay a $500 deductible, $20 physician co-pay and 20 percent of the costs for outpatient services and hospitalization.)

Once these standards were set, Cantieri met with decision-makers from each of the three third-party vendors SurveyMonkey works with to gauge their ability to extend or enhance the benefits they offered their workers. She recalled her experience meeting with Rocio (Rossy) Vargas, CEO of Clean & Green, the company providing janitorial services to SurveyMonkey's headquarters in San Mateo, Calif.

"We brought her [Vargas] in and told her that we created these standards, and that we wanted to help her reach these standards," says Cantieri. "She got really emotional—she was so pleased and thrilled that we cared enough to think about her and her team, and she was open and transparent about what prevented her from offering extensive benefits to her employees. It was really about her perception of her ability to understand and find the best programs for them."

Maass offered to help Vargas find plans that met SurveyMonkey's new standards. Cantieri says SurveyMonkey contributed approximately $200,000 in

2018 to help the vendors meet the new benefits thresholds.

"We made a significant contribution because it involved enriching the current offerings they had, and we believed in it enough to share in the cost," she says.

After implementing benefits to meet SurveyMonkey's standards, Vargas went a step further and launched a matching 401(k) program for her employees out of her own pocket.

A Steady Trend Upward

Tracey Malcolm, the global future of work leader at Willis Towers Watson, says more companies are starting to realize that providing access to benefits for contractors and freelancers makes business sense.

"We're finding that organizations are recognizing the talent they rely on is a mix of permanent and non-permanent," she says. "Companies are beginning to realize elements that relate to stability affect both their permanent and non-permanent workers. With contractors and other non-permanent employees, you still need aspects of stability, such as financial, benefits, wellbeing, retirement-based and so on."

One such organization is Microsoft, which announced in August that it will require companies that provide the tech giant with subcontractors (similar to SurveyMonkey's Clean & Green, for instance) to provide their employees 12 weeks of paid parental leave. This isn't Microsoft's first rodeo, either. Three years ago, the company announced it would require its third-party vendors to offer paid time off to employees.

In a blog post, Dev Stahlkopf, corporate vice president and general counsel of Microsoft, wrote that over the next year, the company will work with its U.S. suppliers to implement the new paid-parental-leave policy. The mandate applies to parents who take time off for the birth or adoption of a child at suppliers with more than 50 employees who perform substantial work for Microsoft.

Maass says SurveyMonkey's approach is novel among his current clients, noting that Cantieri has been sharing her experience, process and vendor standards in the hope that more companies will follow suit.

"I haven't seen organizations of this size looking to do this type of arrangement," he says. "Becky has chatted with larger organizations in the tech space to see how they could mimic these benefit options. For now, SurveyMonkey is unique in its approach in looking at inclusiveness and equity and pushing the line as part of their overall business objective."

Given predictions that nearly 40 percent of the workforce will be gig workers by 2020, Art Mazor, human capital practice digital leader and the global leader for HR strategy and employee experience at Deloitte, sees the contractor-benefits discussion through a broader lens.

"With employees and gig workers collaborating side by side, we see enterprises beginning to think about ways to foster a positive experience for all team members, irrespective of whether they are on- or off-balance-sheet workers," he says. "This translates to understanding workers' interests and needs across rewards, capability and skill development, geography, physical- and digital-workplace preferences, and more to shape an experience that is attractive, engaging and productive."

Help from Business Partners

While there were challenges in designing and implementing SurveyMonkey's contractor-benefits standards, Cantieri says, nothing was insurmountable—and Maass' assistance was quite valuable.

"We really did rely on Dan to help us survey the market, put together a set of standards, ensure we had good costs for vendors and ourselves," she says. "He willingly got on board and did a lot of pro-bono work for Clean & Green to make sure he could help Rossy navigate the world of benefits."

Before working closely with a benefits broker, Cantieri says, organizations looking to successfully implement their own vendor standards need to first secure buy-in from the leadership team. Then, they must create a set of standards for vendors and explore how those standards align with what the company offers its own employees before securing funding.

Willis Towers Watson's Malcom adds that providing contractors with access to benefits should deliver on and align with an organization's mission, purpose and values, and the work the contractors are engaged in. She says that leaders need to ensure that health and benefits solutions, programs and support are created for everyone in the workforce, both permanent and temporary contract workers.

Above anything else, Cantieri says, the success of SurveyMonkey's venture was possible because she and her team listened to employees and then acted to prove the company not only understands but values employee contributions. Her advice to other business leaders comes back to something simple: Survey your workforce.

"Employees today have a lot of options in our current competitive market, but after we implemented this change, our entire workforce became more engaged and more productive—they're proud to work for us," she says. "We implemented these standards because it was the right thing to do, but we benefited from it, too."

Send questions or comments about this story to hreletters@lrp.com.

The 2019 Health & Benefits Leadership Conference will be held April 24 through 26 at the ARIA Resort in Las Vegas. Go to **www.benefitsconf.com** to learn more.

Battling Student-Loan Debt

Student debt continues to take a serious toll on the wellbeing of millions of people. Indeed, according to the Federal Reserve, more than 44 million Americans are collectively carrying over $1.5 trillion in student loans, and the amount is increasing every year.

In advance of his session titled "Beyond the Hype: Case Studies in Student-Debt-Repayment Benefits" at the upcoming Health & Benefits Leadership Conference, Rob Levy, vice president of financial health at the Center for Financial Services Innovation in Chicago, discusses with *HRE* Editor David Shadovitz the impact student debt is having on productivity and engagement and the steps employers can take to bring some relief to the problem.

What are the data telling us about the extent of the student-debt problem?

They're telling us that student debt is a pervasive problem and may be hampering borrowers' abilities to deal with other aspects of their financial lives … . The average student-loan debt for class of 2017 graduates was $39,400, according to Student Loan Hero. This is not just a millennial problem, either. Older students, parents and grandparents are carrying student debt as well. And research from the *U.S. Financial Health Pulse* suggests that unmanageable student debt can prevent borrowers from saving for retirement or seeking and receiving medical care.

SHRM research suggests that program adoption among employers has been slow in coming. Is that in line with what you're seeing?

I don't agree that student-repayment solutions have been slow in coming. While SHRM data find that only 4 percent of employers are currently offering these programs, among large employers, the number is double, according to a WorldatWork survey. It's also a relatively new issue to many people; the student-debt crisis has only been in the public discourse at this level since 2013, when it surpassed credit-card debt. While a handful of fintech companies were the initial trailblazers, now we are seeing the larger benefits providers like Prudential and Fidelity begin to offer solutions.

That said, many employers do have some understandable concerns. The first is often cost, but early data suggest the ROI should be strong. Research has found that 86 percent of employees would commit to a company for five years if the employer helped pay back their student loans. Another concern is fairness because student-debt support is, by definition, only available to those employees with student debt. However, it's often precisely those employees carrying student debt who are likely not taking advantage of other benefits like a 401(k) match. Thus, if positioned properly, student-debt solutions may help a company's benefit package become more fair overall.

What are some of the more noteworthy "outside-the-box" measures that employers are pursuing?

One of the newest trends in student-debt-repayment solutions is providing the benefit as a 401(k) contribution rather than as a direct contribution to the employee's loans. This solves several problems. It's ultimately cheaper for the employer because 401(k) contributions are pre-tax, and it leverages familiar platforms and systems for benefits administrators. Contributing to a 401(k) also directly supports employees' long-term financial health through building their retirement savings without penalizing them for not being able to contribute directly due to their student-debt burden.

Is there advice you would give HR leaders who are considering launching an initiative or program?

The first place to start when launching a financial-wellness or student-debt program is understanding the needs of your employees. This can entail surveying your employees about their financial health and/or looking at existing data on 401(k) contribution rates or other benefit-usage statistics. From there, each company should build out their program based on what their employees truly need. Sometimes, this entails offering a benefit, like an emergency-savings match, that is equally available to all employees. Other times, you may want to offer a benefit, like student-debt solutions or financial coaching for low-wage workers, that only applies to a subset of employees who have an acute need.

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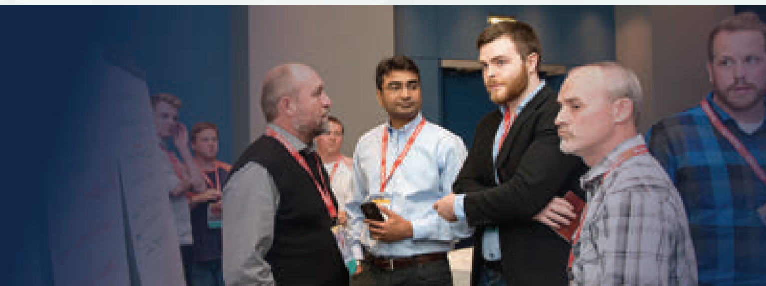

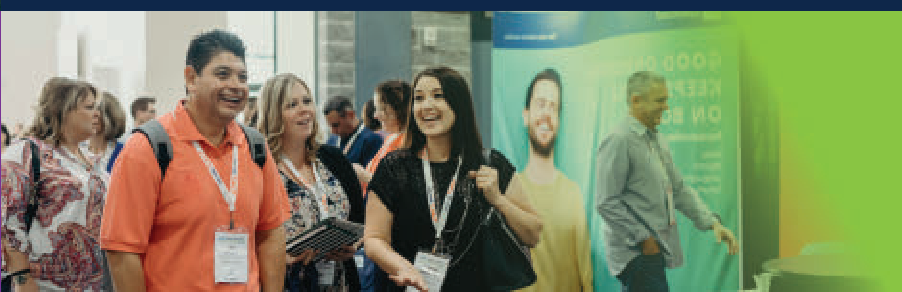

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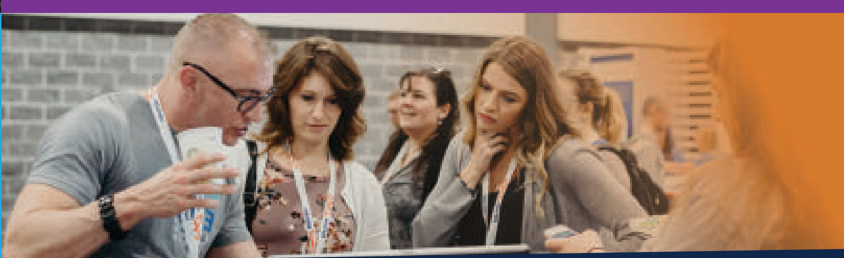

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Building Organizational Agility

Three key lessons from the "World's Most Admired Companies" on how organizations can transform culture to keep pace with change

BY NATHAN BLAIN, MARK ROYAL AND MELVYN J. STARK

According to a recent CEO survey by PwC, nearly a quarter of chief executives believe that technology will completely reshape competition in their respective industries in the next five years. Given the accelerated rate of change, however, one wonders what the other CEOs expect to happen.

Built largely for scale, the high-volume, low-cost, process-oriented structure of many organizations is at odds with the streamlined, developmental, on-demand way we live and work today. For many organizations, the tension between the historical stability and control they've enjoyed and the disruption created by a new environment with new ways of doing work will be too much to overcome. Organizations that were befallen by rising competition and consumer expectations enabled by technology litter the business landscape.

But there are organizations—legacy and digitally native—that have both survived and thrived amid the constant uncertainty. Many factors, from quality of management and balance of short- and long-term objectives to a high tolerance for risk and a superior consumer experience, contribute to their success. These traits, among others, make up what we call organizational agility, or the ability to adapt quickly to changing market conditions to maintain or enhance competitive position. Our research shows that organizational agility is a hallmark shared by the perennial leaders on Korn Ferry's "Most Admired for HR" list, which we produce every year in conjunction with *Human Resource Executive*®. Put another way, organizational agility is what separates the best from the best of the rest.

Background and Methodology

For the last 21 years, Korn Ferry and *Fortune* have partnered to identify the "World's Most Admired Companies," a project that we recalibrate with *HRE* for the HR-focused rankings.

In the course of this research, Korn Ferry conducts separate studies focused on best practices that distinguish WMACs from their peers. Key differentiators we have studied in past years include: board governance and human capital management, culture, strategy implementation, preparing for the future of work, employee engagement and enablement, and effectiveness in conducting business globally, among others. This year, we chose to highlight organizational agility. The pace of change demands that companies adopt an agile operating approach. In our study, we asked approximately 500 senior executives from organizations participating in the WMAC rankings to reflect on approaches to building agility into their cultures. Here are their three key pieces of advice:

1. Don't Wait—Anticipate

Agility and pivoting are sometimes used interchangeably, but considering them one and the same is not only inaccurate, it also fundamentally misunderstands what agility is and how it is applied. Agility is proactive. Pivoting is reactive. Agility anticipates. Pivoting chases. Agility keeps you a step ahead of the game. Pivoting is typically a step behind.

Our research shows that WMAC executives rate their companies higher than their peers for their ability to anticipate industry changes (87 percent versus 75 percent favorable, respectively) and innovate and capture the next market opportunity (84 percent versus 66 percent, respectively). Relatedly, while agility contributes to organizational success, promoting and sustaining it depends heavily on responses to failure. Innovation doesn't come without a few setbacks, after all. WMAC executives give their companies higher marks than their peers for empowering people to take risks without fear of adverse consequences (71 percent versus 63 percent, respectively) and using performance-management programs to reward well-intentioned failures resulting from experimentation (53 percent versus 39 percent, respectively).

Another important distinguishing factor is that WMACs are hyperfocused on the consumer. They recognize that the consumer experience is now the pacesetter for the employee experience, citizen experience, B2B experience and more. "You cannot rest on your laurels in this world. Customers won't have it," Amazon CEO Jeff Bezos wrote in his 2018 annual shareholder letter.

Indeed, WMACs, of which Amazon is a perennial all-star performer, understand agility is generally not about cost reduction and productivity improvement but much more about changing customer needs and technology shifts. That said, the landscape is changing so quickly that stripping out processes, breaking down silos and establishing connectivity across the organization is seen by WMAC executives as critical to helping organizations become more agile.

2. Keep Focused Amid the Frenzy

In 2006, a Yahoo executive by the name of Brad Garlinghouse wrote a blistering memo claiming the company was suffering from underinvestment and a failure to innovate because its lack of vision caused the organization to spread itself too thin with an abundance of projects. Known as "The Peanut Butter Manifesto," today the memo lives on in business schools, boardrooms and consultancies like ours as a case study for what happens to organizations when they lose focus. (It's worth noting that Garlinghouse went on to hold several prominent leadership positions after leaving Yahoo—including his current role as CEO of fintech company Ripple—while Yahoo sold out to AOL, now owned by Verizon.)

It's not hyperbole to say that the manifesto's message is even more applicable today than when it was drafted 12 years ago. With an endless array of new and emerging technologies and infinite ways to apply them, figuring out where to place bets to achieve business objectives is an unenviable task. At the same time, organizations must innovate and disrupt themselves—maintaining the status quo leads to certain death. Our research shows that WMACs are distinctive in setting clear objectives, learning from experience and redeploying resources when needed. Relative to their peers, WMAC executives report that their companies do a better job than their peers of focusing on a reasonable number of priorities (77 percent versus 59 percent, respectively) and more effectively manage staffing levels and competing objectives so that teams can execute (70 percent versus 63 percent, respectively).

More importantly, WMACs don't get caught in the commitment trap. If something doesn't work, they learn and move on quickly. WMAC executives report that their companies more readily shift resources away from less-promising initiatives and toward more attractive opportunities than their peers (71 percent versus 60 percent, respectively). But when WMACs fail, they fail responsibly. They view missteps as learning, rather than missed, opportunities. Amid success or failure, WMACs are given higher marks by executives than peer companies for capturing and learning from data (65 percent versus 50 percent, respectively).

This kind of focused frenzy is necessary in today's constantly changing landscape. Organizations that adopt an agile development approach operate on a more even keel and better balance short- and long-term objectives. There is a talent benefit as well—organizations with a clear and compelling direction show higher levels of employee engagement, and focusing employees on "must-win battles" enables them to do and deliver more.

3. Think People, Not Positions

Another hallmark of WMACs is that they have well-developed talent strategies and focus on getting the right people in the right roles. For instance, WMAC executives say that their companies put more weight on evaluating learning agility in hiring new talent than their peers (66 percent versus 47 percent, respectively) and place more value on expertise over formal experience when matching people to initiatives and teams (88 percent versus 74 percent, respectively). Put another way, WMACs understand that the future of work isn't about filling positions. It's about leveraging people's individual skills to achieve maximum collective value.

That's easier said than done, of course, particularly for organizations that have historically operated in silos with rigidly defined roles. But success today requires more collaboration across the organization to leverage information that already exists and combine it in new ways.

Case in point: ING. A recent *Harvard Business Review* article looked at how the global bank replaced its traditional structure with a fluid, agile talent-management system composed of tribes, squads and chapters—basically small teams of workers from across the organization—designed to solve specific problems within a defined time frame. WMACs excel at utilizing this kind of interconnectivity and collaboration to manage initiatives.

By their very nature, short cycles of episodic or non-recurring work impact performance-management and talent strategies. A predetermined set of accountabilities doesn't work when people are being put together in new teams at a higher rate and higher volume than ever before. Our research shows that, relative to their peers, WMAC executives indicate that their companies have a clearer point of view on how their talent strategy reinforces their business strategy (70 percent versus 59 percent, respectively) and are more effective in assessing and rewarding team, as opposed to individual, performance (67 percent versus 58 percent, respectively).

Moreover, talent strategies of WMACs closely align to their higher awareness of industry changes and sharp prioritization of initiatives. They are rated higher by executives than peer companies in developing roles that align with future needs (71 percent versus 57 percent, respectively) and taking quick action when performance depends on talent capabilities the organization currently lacks (70 percent versus 51 percent, respectively).

It's important to recognize, however, that creating teams to achieve clearly defined short-term objectives doesn't equate to a continuous churn of people and skill sets. Rather, what WMACs do better than their peers is focus on what talent can learn and apply based on their skills instead of simply filling a formal open position.

Agility As a Cultural Norm

Ingraining agility into an organization isn't just something a CEO wakes up and decides to do. It's actually quite difficult, as it must be woven into the fabric of an organization's culture and purpose. Encouraging collaboration, supporting experimentation and managing change are attributes of agility, among others, that leaders must harness and spread throughout the organization.

In driving the right behaviors, WMACs look beyond performance-management and compensation approaches. Fewer than 20 percent of WMAC respondents flagged revisions in these areas as being among their top change priorities, for instance. Senior leaders place much more emphasis on establishing the right culture, a common purpose and role modeling of agile approaches. Culture and purpose play formative and normative roles at WMACs, in addition to filling in the white spaces between processes.

Making agility part of an organization's culture and purpose has positive talent implications as well. Less than half of WMAC respondents indicated that their focus has shifted away from loyalty and retention and toward short-term relationships with employees. For WMACs, organizational agility is part of the employee-value proposition, sending a message to talent that there are growth and development opportunities for them as part of the total-reward equation.

Nathan Blain is senior client partner and global leader for organizational strategy and digital transformation at Korn Ferry. Mark Royal is senior director at Korn Ferry. Melvyn J. Stark is senior client partner at Korn Ferry.

Making the List

A good reputation is a prerequisite for becoming one of *Fortune*'s Most Admired Companies. Inclusion on *Human Resource Executive*®'s "Most Admired for HR" list—now in its 14th year—requires another level of scrutiny.

The process of developing this definitive report card on corporate reputations begins when Los Angeles-based management-consulting firm Korn Ferry teams up with *Fortune* to determine the "World's Most Admired Companies," which they've done since 1997. They started with the Fortune 1000—the 1,000 largest U.S. companies ranked by revenue—and non-U.S. companies in *Fortune*'s Global 500 database with revenues of $10 billion or more. They then selected the 15 largest for each international industry and the 10 largest for each U.S. industry, surveying a total of 680 companies from 29 countries.

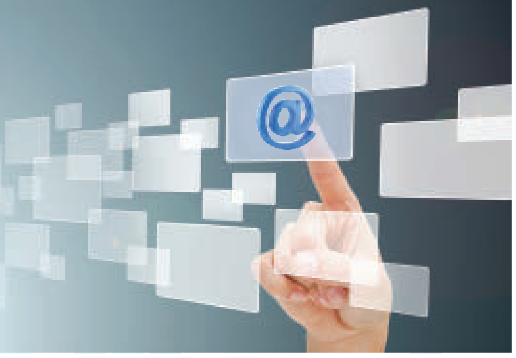
To create the 52 industry lists, Korn Ferry asked executives, directors and analysts to rate companies in their own industries on nine criteria, from investment value to social responsibility. To arrive at *HRE*'s "Most Admired for HR" rankings, Korn Ferry recalibrated the *Fortune* attribute scores, isolating four criteria that have a bearing on HR—management quality, product/service quality, innovation and people management.

TOP 50 COMPANIES

The following chart indicates the rank, order and scores of the 50 companies determined to be most admired in the following four categories of HR-related attributes: people management, innovation, product/service quality and management quality. Korn Ferry used *Fortune*'s "Most Admired Companies" database to perform this analysis. The list includes U.S.-based companies as well as selected non-U.S. companies with prominent U.S. subsidiaries. Scores represent the combined totals for all four attributes. Industry categories are determined by *Fortune* and Korn Ferry.

Rank	Company	Industry	HR Attributes Average Total
1	Apple, Cupertino, Calif.	Computers	8.70
2	Alphabet, Mountain View, Calif.	Internet Services and Retailing	8.41
3	Netflix, Los Gatos, Calif.	Entertainment	8.36
4	Walt Disney, Burbank, Calif.	Entertainment	8.27
5	Amazon.com, Seattle	Internet Services and Retailing	8.22
6	UnitedHealth Group, Minnetonka, Minn.	Healthcare: Insurance and Managed Care	8.07
7	U.S. Bancorp, Minneapolis	Super-Regional Banks	8.04
8	Berkshire Hathaway, Omaha, Neb.	Insurance: Property and Casualty	8.02
9	Tyson Foods, Springdale, Ark.	Food Production	7.97
10	Facebook, Menlo Park, Calif.	Internet Services and Retailing	7.91
11	Toll Brothers, Horsham, Pa.	Homebuilders	7.90
12	Nestlé, Vevey, Switzerland	Consumer Food Products	7.88
13	Nike, Beaverton, Ore.	Apparel	7.83
14	Salesforce.com, San Francisco	Computer Software	7.72
15	Microsoft, Redmond, Wash.	Computer Software	7.64
16	Delta Air Lines, Atlanta	Airlines	7.63
17	HCA Holdings, Nashville, Tenn.	Healthcare: Medical Facilities	7.62
18	BlackRock, New York	Securities/Asset Management	7.61
19	Toyota Motor, Aichi Prefecture, Japan	Motor Vehicles	7.59
20	PNC Financial Services Group, Pittsburgh	Super-Regional Banks	7.58
21	PayPal Holdings, San Jose, Calif.	Consumer Credit Card and Related Services	7.57
22	NextEra Energy, Juno Beach, Fla.	Electric and Gas Utilities	7.54
23	Visa, San Francisco	Consumer Credit Card and Related Services	7.51
24	Monsanto, St. Louis	Chemicals	7.47
25	Diageo, London	Beverages	7.46
26	Nvidia, Santa Clara, Calif.	Semiconductors	7.46
27	Marriott International, Bethesda, Md.	Hotels, Casinos, Resorts	7.45
28	Charles Schwab, San Francisco	Securities/Asset Management	7.44
29	Accenture, Dublin, Ireland	Information-Technology Services	7.43
30	PepsiCo, Purchase, N.Y.	Consumer Food Products	7.43
31	Johnson & Johnson, New Brunswick, N.J.	Pharmaceuticals	7.42
32	USAA, San Antonio	Insurance: Property and Casualty	7.40
33	Wynn Resorts, Las Vegas	Hotels, Casinos, Resorts	7.39
34	Boeing, Chicago	Aerospace and Defense	7.37
35	Lockheed Martin, Bethesda, Md.	Aerospace and Defense	7.35
36	W.W. Grainger, Lake Forest, Ill.	Wholesalers: Diversified	7.35
37	Nucor, Charlotte, N.C.	Metals	7.31
38	VF, Greensboro, N.C.	Apparel	7.31
39	Northrop Grumman, Falls Church, Va.	Aerospace and Defense	7.30
40	Allstate, Northbrook, Ill.	Insurance: Property and Casualty	7.29
41	Unilever, London	Soaps and Cosmetics	7.29
42	AT&T, Dallas	Telecommunications	7.27
43	Travelers Cos., New York	Insurance: Property and Casualty	7.27
44	Merck, Kenilworth, N.J.	Pharmaceuticals	7.26
45	Stanley Black & Decker, New Britain, Conn.	Home Equipment, Furnishings	7.26
46	Steelcase, Grand Rapids, Mich.	Home Equipment, Furnishings	7.26
47	L'Oréal, Clichy Cedex, France	Soaps and Cosmetics	7.25
48	Ecolab, St. Paul, Minn.	Chemicals	7.24
49	Adobe Systems, San Jose, Calif.	Computer Software	7.23
50	Kering, Paris	Apparel	7.22

IN CASES OF IDENTICAL SCORES, COMPANIES ARE LISTED ALPHABETICALLY



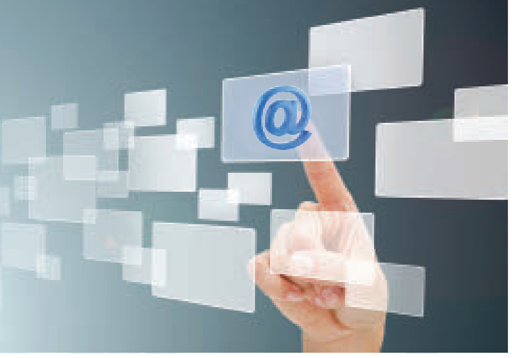
CASE STUDIES IN HR EFFECTIVENESS

HR Innovation and Inspiration

The HR suite is a busy intersection. It is a place where everything from employee benefits to talent management meet, and the HR team is charged with an ever-expanding set of responsibilities within the organization.

On the following pages are examples of how HR can lead the effort to improve a broad range of talent-related practices and processes, particularly around finding the right talent quickly and keeping compliant amid rapid growth.

As you read on, we hope that you can pick up some valuable advice that you can use to meet the challenges that face you and your organization today and in the future.



Coronado Brewing Co. Taps Paychex to Support its Growth with Integrated Services and Expert HR Support

Coronado Brewing Co. is a family-run brewery and taproom with three locations in San Diego.

Founded as a small brewpub in 1996, Coronado Brewing's award-winning beer, boosted by a national trend toward a preference for craft brews, has led to tremendous growth over the last decade-and-a-half. The company now sells its beer across the U.S. and internationally, and it boasts a tasting room and a beachfront restaurant in addition to the original brewpub.

To help support this growth, Coronado Brewing has continued to expand its production and bottling capacity in the San Diego area and across the country. The company has also tripled its staff, which now stands at approximately 180 employees.

"Many breweries have an HR department that handles specific situations in HR. We don't—I'm it," says Cathy Gill, controller and HR director at Coronado Brewing. "I would lose hours of sleep if I didn't have Paychex as my partner."

The Challenge: Staying Compliant During Rapid Growth

With this fast growth came issues the company hadn't encountered before, such as keeping up with applicable employment laws and adhering to the employer-shared-responsibility provisions of the Affordable Care Act.

With the burdens increasing, Gill knew she needed help.

"As we've tripled the number of employees, the compliance issues have become more extensive," she says. "I had to do a lot of research that added more hours to my day, and I was never sure that I covered everything. I was always concerned, always stressed out about things."

The Solution: A Robust Suite of HR Services and Dedicated, Expert Support

Gill enlisted Paychex for a comprehensive human capital management solution to streamline processes and provide HR expertise to help her navigate regulatory challenges.

Paychex helps Coronado Brewing with a wide range of HR issues, including payroll administration, ESR tracking, keeping up with minimum-wage changes, new-hire reporting, writing job descriptions, maintaining an employee handbook and even conducting HR seminars for managers and employees.

It was especially important for the company to preserve its close-knit culture during rapid growth. Paychex helped Coronado Brewing set up a company-sponsored 401(k) plan and quality health-insurance policies—at competitive pricing—for their employees via the Paychex Insurance Agency.

Paychex also assigned Coronado Brewing a dedicated HR generalist, Heather, who visits monthly to help Gill with any questions and keep her abreast of legislative and regulatory updates that may impact the business.

As Gill puts it, "She's my partner, and it helps me rest easy at night because I have someone I can call."

"I feel like I'm Paychex's only client," she says. "The personalized service I get … it's like calling a friend. They're part of our family."

Looking Ahead: Another Round of Growth

As far as Coronado Brewing has come since its humble beginnings, there's more growth in the works.

The company is planning to open new tasting and brewing facilities, which will require hiring up to 65 employees. While these projects are still in the planning stages, Gill knows she'll be leaning on Paychex for services and expertise to help support yet another expansion.

"As we grow and look to expand our business, I know that Paychex will help to get us to that level," she says.

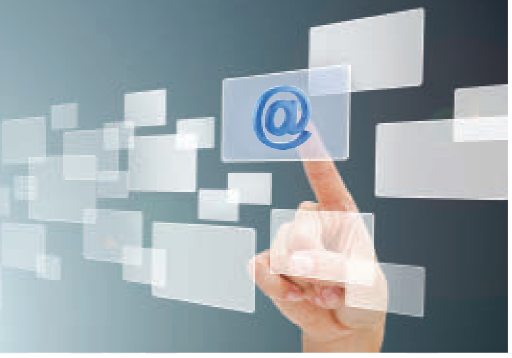
HIGHLIGHTS

Organization: Coronado Brewing Co.

Headquarters: San Diego

Primary Business: Brewery

Challenge: Following rapid growth, the company struggled with compliance issues.



Finding Healthcare Talent to Fulfill a Mission

For more than a century, Rogers Behavioral Health has been providing treatment and support to thousands of the 43 million Americans who struggle with mental illness or addiction. It is Rogers' vision to ensure that individuals and families with behavioral-healthcare needs have access to the highest quality of care and the ability to experience hope and healing.

But in 2016, because of a shortage in staff needed to meet the high demand of care delivery, Rogers had to make the challenging decision to turn away almost 800 patients. Committed to never being in that position again, Rogers leadership knew they needed to find a partner to help them hire outstanding talent committed to their mission of providing a pathway to recovery.

That led them to Cielo Healthcare, specifically for its expertise in recruiting nurses and other specialized care-provider roles. Rogers Behavioral Health and Cielo Healthcare began their Recruitment Process Outsourcing partnership with the goal of increasing access to care through tailored recruitment efforts.

Hiring Talent to Transform Lives

Rogers and Cielo Healthcare focused on a rapid improvement process aimed at streamlining recruitment for critical roles, including nursing. Keeping candidate experience top of mind, hiring managers were instilled with a renewed sense of urgency to partner with talent acquisition to fill vacant nursing roles. With the commitment from hiring managers and a simplified hiring process that shrunk the number of steps between application and start date from 28 down to nine, Rogers was able to attract, engage and extend offers faster than other local health systems and hospitals.

The team also created a unique solution for the pent-up nursing demand while building an ongoing system to ensure there would always be nurses available to care for incoming patients. With the support of Rogers' leadership, Cielo Healthcare built a resource group of nurses, deliberately over-hiring 15 full-time nurses to work where extra support was needed until a permanent position became available.

This consistent nurse-resource group truly transformed the way Rogers hired and engaged nursing talent. The partnership also:

- decreased time-to-fill for in-person nursing positions from 130 days to zero days using the nurse-resource group;
- filled the initial 632 requisitions, including nurses, in the first six months, with more than 1,300 new hires at the end of the first year of the partnership;
- reduced overall vacancies by 68 percent and nurse vacancies by 89 percent;
- improved hiring-manager satisfaction from a baseline of 30 percent to an average of 86 percent; and
- instituted a measure for nursing-candidate satisfaction that is now consistently maintained at more than 90 percent.

A Culture of Caring

Rogers employees are truly committed to transforming lives, and Cielo Healthcare took that mission to heart by building a team of experienced healthcare recruiters who could source and engage candidates with the right culture fit to work at the organization and provide exceptional care. The recruiting process was designed to find the right balance of high-tech and high-touch interactions so recruiters could engage with candidates, assess their connection to the mission and ensure that their personal motivations align with Rogers' values. This process included virtual career fairs with integrated hiring-leader live chats and in-depth interviews.

Community Commitment

Rogers Behavioral Health has an outstanding reputation for patient care, but its work goes beyond that. Through the Rogers Memorial Hospital Foundation, the organization puts compassion first and works to ensure that patients struggling with a mental-health disease have access to the best care possible for as long as necessary, regardless of income, insurance coverage or ability to pay. While its primary locations were once focused in Wisconsin, Rogers' vision drove it to open additional sites across the country to increase access to care.

Cielo Healthcare helped promote the Rogers mission and brand and ensure new locations could open fully staffed, ready to deliver services. To date, Cielo Healthcare has supported Rogers in opening six new locations across the country, with plans to open four additional facilities in 2019.

The partnership between Rogers and Cielo Healthcare will continue its work to increase access to care and provide any individual the opportunity to regain a life filled with health and happiness.

If you know someone who is suffering from mental-health problems, there is help. Please call 800-767-4411 or visit rogersbh.org.

HIGHLIGHTS

Organization: Rogers Behavioral Health

Headquarters: Oconomowoc, Wisc.

Business: Behavioral-health services

Challenge: Hiring high-quality clinical staff following a staffing shortage

Forward Momentum

The 2018 class of the National Academy of Human Resources explores changing conceptions of work—and how they will impact the future of HR.

BY JEN COLLETTA

From automation to unprecedented collaboration, the challenges today's HR leaders are grappling with aren't just affecting their day-to-day responsibilities but are also reshaping the future of the HR profession—and work itself. CHROs are finding themselves at the leading edge of change of their organizations, yet must achieve a delicate balance of embracing innovation and remaining rooted in the principles that have long defined HR excellence.

"While technology is solving many of the challenges in our workplaces, so much of what we do every day requires a human touch," says Lisa Buckingham, executive vice president, and chief people, place and brand officer at Lincoln Financial Group. "There are no manuals or policies for many of the decisions we make, and our gift to our organizations is helping them never lose sight of their greatest assets—the people who come to work with us every day."

Buckingham was among four HR leaders recently inducted as the 2018 fellows of the National Academy of Human Resources. She was joined by Diane Gherson, senior vice president of HR at IBM Corp.; Angela S. Lalor, senior vice president of HR at Danaher Corp.; and Dermot O'Brien, chief transformation officer at ADP. For the first time, NAHR also named an Honored Organization: the Riegel & Emory Human Resources Center at the University of South Carolina's Darla Moore School of Business.

The fellows shared their outlook with *HRE* on the trends impacting the modern HR function, offering insights into how HR leaders can disrupt themselves and their organizations to embrace those changes.

Evolving Expectations

Emerging technologies, namely AI, are clearly top of mind when many HR leaders think about the future of the profession.

Such advancements, Lalor says, "will continue to have a mega impact on HR—both in regard to the type of talent we are tasked to develop and bring into the company and in how we optimize our own tools, processes and approaches to supporting our businesses." The sheer breadth of the HR-technology market, she adds, speaks to the increasing attention HR leaders need to devote to this area.

While evaluating how to maximize new technologies, HR leaders must also be cognizant of—and mitigate for—the flaws that exist in such solutions, says Gherson. For instance, she says, the HR-related outcomes of AI-powered solutions are well-documented: Such tools can enhance employee experience through personalization or offer decision-making guidance for hiring managers on pay decisions.

"The proviso here, though," she notes, "is that, as technology becomes more pervasive in our society, there is opportunity for bias. It's critical that we address this bias in tech by ensuring that everyone has equal opportunity to participate in its creation using diverse teams. It matters who creates, designs and deploys these technologies in your organizations."

As new technologies become more embedded in organizations, O'Brien adds, HR must also ensure that the data they churn out are accurate.

"Access to quality data is an essential part of where the profession is going," he says. "For example, your talent data must measure reliably the aspects it says it measures."

Technology is also chief among the factors impacting changing employee expectations, as workers largely anticipate consumer-grade tech that they use in their personal lives to also enhance their work experiences. The previous approach to optimizing HR practices with a "one-size-fits-all approach," Gherson says, isn't feasible any longer.

"Employees and candidates have new, consumer-grade expectations being shaped by their everyday, rich, digital experiences outside of work," she says. "When they come to work, they expect this same type of personalization, transparency and responsiveness."

Employee expectations also increasingly include flexibility, especially as younger and nontraditional employees—such as remote and contract workers—flood the workforce, Buckingham notes.

It's important, she adds, for HR leaders to be actively engaged with the needs of their ever-diversifying pool of talent.

"Spend time with millennials but also spend time with the people we have always considered the 'steady hands,' " she says. "It's your job to know as much as you can so you can make the right decisions to set up our future HR leaders and our organizations for amazing success."

How HR Leaders Can Disrupt Themselves

Keeping the lines of communication open, many of the fellows agree, is one of the best ways for HR leaders to challenge themselves today in order to be prepared for tomorrow.

"Spend some time in the parts of your organization where the magic happens, and then spend some time with employees who keep the train on the tracks," Buckingham says. "It's amazing how many new ideas, perspectives and approaches we hear about when we just take the time to listen."

Given the current labor market, O'Brien adds, being attuned to employee needs is more important than ever.

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Human Resource Executive® is looking to recognize excellence in the next generation of HR leaders.

Who Qualifies?

To be considered, candidates must either be the No. 2 executive of their HR organization or the head of a major HR discipline—recruiting, training and development, benefits and compensation, etc. Candidates should have a minimum of four, but no more than 10, years of experience in HR or a related profession and one year of experience with their current organization. (Individuals who currently hold the senior-most HR position for an organization or operating company/unit do not qualify.)

Who Should Nominate Candidates?

Those holding the senior-most HR positions for their organizations or operating companies/units are encouraged to nominate their top lieutenants. In addition, other senior executives and officers of the organizations, consultants and supplier organizations are invited to submit nominations. (Consultants and suppliers are asked to include a signed endorsement from the candidates' employer.) Candidates may also nominate themselves, but must separately submit a letter of recommendation from their supervisor (i.e., senior HR leader). The letter should be emailed as an attachment to hrecompetitions@lrp.com with "HR's Rising Stars Letter of Recommendation" in the subject line.

Deadline: All nominations must be received by Jan. 5, 2019.

Judging: A panel of judges assembled by *Human Resource Executive*® will review the submissions and select the 2019 Rising Stars.

How to Nominate a Candidate: Visit HREOnline.com and click on Awards, click on Rising Stars and click on the Nomination Form.

Human Resource Executive

HR Leadership

"Get out and talk to employees and candidates about what they are looking for from employers," he says. "The concept of having a solid employer brand is critical, especially with U.S. unemployment at historic lows."

By immersing themselves in the day-to-day operations of the organization, HR leaders may also be better equipped to drive strategic change.

Lalor notes that HR leaders are often inclined to replicate best practices across their function, which she says may fuel the often-misguided belief that bigger is better.

"HR leaders should have a deep understanding of their business, fine-tune their strategic radar and prioritize the capabilities they can drive in their HR teams to add the most meaningful value to the business," she says. "The ability to keep HR teams, programs and processes lean and agile so that resources can be redirected fluidly to support the rapidly changing business landscape will be imperative."

Staying abreast of those changes can also motivate self-disruption, Buckingham notes. Read voraciously—including about tech breakthroughs and coding, she says—and leverage a network of peers, both outside and inside the organization, including board members.

It's incumbent upon HR, Lalor notes, to design learning that ensures employees are equipped with the skills needed to keep pace with the evolving landscape.

"The ability of HR to find innovative, agile ways of supporting the development of new knowledge and skills across a broad array of functional employees will have an increasing impact on the ability of the organizations to grow," she says. "We have to support the creation of new types of business models and structures that are capable of cutting more quickly through the clutter, minimizing the drag of bureaucracy and accelerating the pace of innovation and new product and service development."

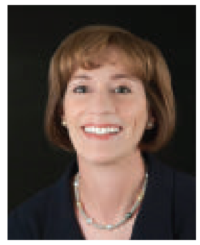
Reimagining the Future of Work

While HR leaders are tasked with planning for the realities of the future of work, modern CHROs aren't just preparing for changes to processes and positions, but rather for the reimagination of the very concept of work.

In particular, O'Brien notes, HR leaders need to readjust everything from hiring to training to allow for the growing prominence of dynamic teams to a company's success.

"Think of it: Almost all work today gets done outside of org charts," he says. "Being able to effectively manage and engage workers in this new construct is and will be more and more critical."

Lisa Buckingham



Diane Gherson

Angela S. Lalor

Dermot O'Brien

HR should be considered the "talent architect" as companies reimagine how work is accomplished and, he says, "if the best way to engage people is through a team, HR needs to help drive an understanding that frequent, voluntary connections between team leaders and team members is critical to success."

Gherson agrees that the future of work will be team-based.

"The new way of working is agile, iterative, collaborative and performed by self-directed, empowered teams," she says. "When we work this way, it allows us to assemble and disassemble quickly to respond in real time."

To empower the teams of tomorrow, Gherson says, HR leaders can rely on approaches such as design thinking. IBM has hired about 1,600 design professionals, working in multidisciplinary teams, alongside business decision-makers, technologists and clients. "We've brought dozens of designers into our HR team, working on visual design, content, front-end development and user experience," she adds. "It's helping us reinvent every aspect of the employee experience."

With HR continuing to be at the helm of organizational reinvention, Buckingham adds, CHROs will need to juggle the roles of business leader, consultant, innovator and change leader—while carrying out their core responsibility of harnessing the organization's people power.

"A critical component of my platform as a leader, and something that I am very passionate about, is keeping the 'human' within human resources, while also truly leveraging technology, data and every innovation that comes our way," she says. "The evolution of our craft will happen only if we never lose our focus on the people we are here to support."

Send comments or questions about this story to hreletters@lrp.com.

The Law

By Paul Salvatore/Legal Columnist

Discrimination in the Aging Workplace

Careers are lengthening in line with life expectancies, and employees who do retire may stay in the workforce, but in other jobs. Companies must be adaptive to this new reality, remaining competitive while ensuring they don't marginalize this portion of the workforce and risk legal liability.

The Law on Age Discrimination

The federal Age Discrimination in Employment Act was established in 1967 to prohibit employment discrimination of any term or condition of employment, as well as harassment due to age against persons 40 or older. It applies to employers with at least 20 employees; labor organizations with at least 25 members; employment agencies; and federal, state and local governments. This protection also extends to workers who are discriminated against compared to co-workers age 40 and older. (See *Karlo v. Pittsburgh Glass Works, LLC.*) Employers may offer defenses to ADEA claims, such as showing a characteristic or trait, such as age, is "reasonably necessary to the normal operation of that particular business or enterprise." Many states and localities have similar laws, some broader than the ADEA (e.g., a New York City law prohibits age discrimination at any age).

The New Age of Age Discrimination

Recently, courts have been divided as to whether the ADEA also protects job applicants in cases of unintentional discrimination (i.e., disparate-impact claims, where a "neutral criteria" adversely affects a protected group). Compare *Villarreal v. R.J. Reynolds Tobacco Co.* (holding job applicants cannot bring disparate-impact claims) with *Kleber v. CareFusion Corp.* (considering the lower court's finding that the law protects rejected applicants where a job posting placed a cap on years of experience).

Companies are also coming under fire from lawsuits alleging older populations are being illegally excluded from receiving certain job advertisements on social media—a practice commonly called "tailored" or "targeted" advertising. Targeted advertisements and recruiting efforts rely heavily on social-media platforms today, so the implications of such challenges could be wide-reaching.

ADEA victims may receive relief in the form of back pay, front pay or reinstatement of their position, but more notably in liquidated damages for willful violations equal to the back-pay award. Juries have been known to award sizable payouts in these cases based on related claims arising out of the unlawful activity. For example, in 2017, a former employee in New Jersey was originally awarded \$51 million before a judge granted a new trial on the \$50 million punitive-damages portion of the award. In June 2018, a California jury awarded a woman \$31 million for her age-discrimination claims under the state version of the ADEA.

Avoiding Age Discrimination

In June, the U.S. Equal Employment Opportunity Commission issued *The State of Age Discrimination and Older Workers* to coincide with the 50th anniversary of the ADEA taking effect. One of the most significant changes in workforce demographics, according to the report, was the share of workers age 55 and older doubling over the past 25 years.

The Bureau of Labor Statistics estimates the workforce populations 65 to 74 and 75 and older will increase the fastest over the next eight years, with the oldest group of workers projected to increase by 75 percent by 2050. That's compared to workers 35 to 54, a population expected only to grow by 2 percent in the same period.

As baby boomers continue to work, HR professionals should take steps to avoid age-related employment issues. Interviewers need to steer clear of asking applicants questions that hint at age, such as when someone expects to retire. Job postings should avoid instructing applicants with more years than required to not apply. Employers must document the reasoning behind each employment decision, regardless of an employee's or applicant's age. Companies should consider offering ongoing training to keep their employees aware of changes in technology that the company may utilize.

Finally, be sure to engage supervisors and employees with training on preventing age discrimination and how to internally report in the event of potential issues.

Paul Salvatore is a member of Proskauer's executive committee and a former co-chair of its global labor and employment law department. He can be emailed at psalvatore@proskauer.com. Send questions or comments to hreletters@lrp.com.

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Senior Vice President of Human Resources
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From left to right: Voya Financial Senior Vice President of Retirement and Employee Benefits Jennifer Centrone, receiving on behalf of Kevin D. Silva, Dave Kozel, Diane Gherson, Gale V. King and David Almeda.

HR HONOR ROLL
DAVID ALMEDA
Senior Vice President and Chief People Officer
Kronos Inc.

HR HONOR ROLL
KEVIN D. SILVA
Executive Vice President and Chief Human Resources Officer
Voya Financial

HR HONOR ROLL
GALE V. KING
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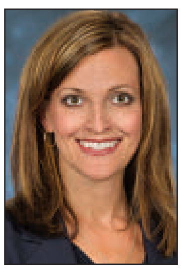
People

Compiled by Danielle Westermann King



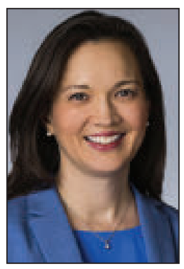
Carey Martin will succeed David Binkley as chief HR officer at *Whirlpool Corp*. Martin has been with the company since 2013, serving first as vice president of human resources for North America, then as vice president of global HR in 2017.

Before joining Whirlpool, she held numerous global-leadership roles at Eaton Corp. Martin earned a bachelor's degree from Michigan State University's Eli Broad College of Business and a master's degree in HR and labor and industrial relations from MSU.

Namely recently hired **Lorna Hagen** as its chief people officer. Before joining Namely, Hagen was chief people officer at OnDeck. She also held various leadership roles at Loft, Dow Jones and HarperCollins.

In her new role, Hagen will manage Namely's people operations team, and will also share her perspective on the future of work at industry conferences, including *HRE*'s Health & Benefits Leadership Conference and Namely's HR Redefined.

Hagen earned a bachelor's degree in hospitality business management from Cornell University.



Alexina Chai recently accepted a position as senior vice president of human resources at *Alexander & Baldwin*, a commercial real estate company based in Hawaii. Most recently, she served as senior director of business and clinical strategy at UnitedHealth Group.

Prior to her work at UnitedHealth Group, Chai served as senior vice president and human resources director for American Savings Bank. She has also held HR and leadership positions at American Express, the St. Paul Travelers Inc. and Aon Hewitt.

Chai earned a bachelor's degree in psychology at Carleton College and a master's degree in organizational psychology at Columbia University. She also holds a mini-master's certificate in human capital management from the University of St. Thomas.

Ashley Bugeja Vuu has been named the senior director of human resources at *TA Digital*, which provides digital-transformation solutions.

In this role, Bugeja Vuu will oversee the employee experience for all of the company's North American employees. Before starting at TA Digital, she held numerous HR-leadership positions at large tech consultancies, including Infosys, Unisys and Computer Science Corp.

Bugeja Vuu earned a bachelor's degree in psychology and a master's degree in industrial and organizational psychology from Roosevelt University.

Facts & Figures

Compiled by Michael J. O'Brien
Illustrations by Marthe Roberts/Shea

Controversial Companies

In a survey of 500 business professionals, 62 percent say they would not work for an organization if they disagreed with its stated social beliefs.

Source: Institute for Corporate Productivity

Gender and Opportunity

Forty percent of 738 women professionals surveyed say they've missed a promotion or opportunity because they are female.

Source: Korn Ferry

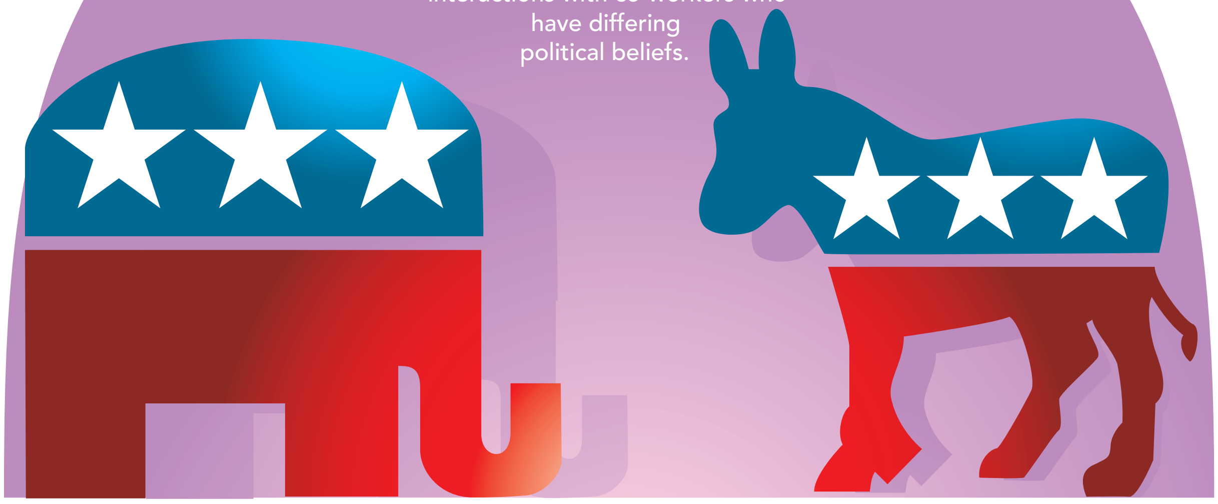
What Working Parents Want

According to a survey of 1,100 working parents with children 18 and younger living at home, respondents rank work/life balance (84 percent) ahead of salary (75 percent) when considering whether to take a job.

Source: FlexJobs

Talking Politics at Work

While almost half (49 percent) of 807 U.S. adults surveyed say they enjoy talking politics with colleagues because it helps them understand other viewpoints, 53 percent admit they limit social interactions with co-workers who have differing political beliefs.



Source: Randstad US

Growth Occupations

High-wage and low-wage occupations are expected to have the highest net job growth from 2018 to 2023 at 5.71 percent and 5.69 percent, respectively. Middle-wage employment is expected to grow at 3.83 percent.

Source: CareerBuilder

Goodbye, Bad Commute

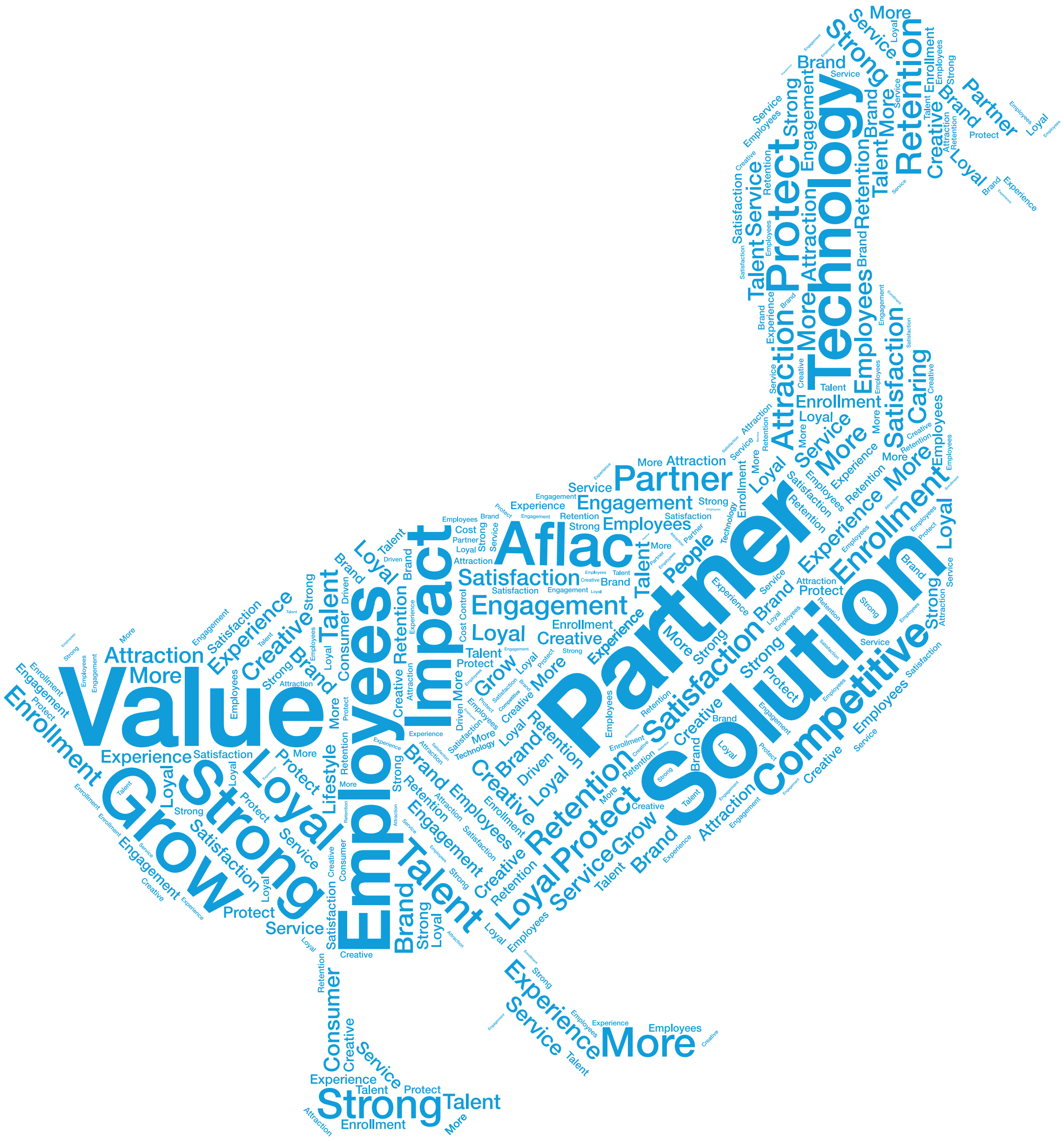
More than one in five (23 percent) workers have left a job because of a bad commute, according to a survey of 2,800 U.S. adults.

Source: Robert Half

Where Are the Higher Salaries?

Sixty-six percent of 1,100 American adults expect salaries to be higher due to the low unemployment rate, according to a poll.

Source: TD Ameritrade



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