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Human Resource Executive®

Sabrina Ellis, New York
University CHRO

Future-Proofing the HR Function

**With the Fourth Industrial Revolution
nigh, current and former HR
professionals weigh in on how aspiring
HR leaders can find success. PAGE 14**

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Transforming
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“I’m working
to stay
true to
our family
recipe.”

— John Simmons,
Manager of Agriculture
Tabasco



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Founding *HRE* Editor to Retire 12

In June, after 32 years at the helm of *Human Resource Executive*®, David Shadovitz will bid farewell to the organization. Before he retires, the staff of *HRE* looks back at his many accomplishments, impact on the magazine and influence in the wider field of human resources.

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Future-Proofing the HR Function

BY ANDREW R. MCILVAINE

HR has increasingly evolved into a strategic business partner—meaning those who work in the HR unit must follow suit, though that is not a proposition all HR professionals are embracing. Current and former HR leaders offer their perspectives on their own climbs to the top, and how those working to become the next generation of top-level HR executives can find success. Page 14

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In her closing keynote at Recruiting Trends & Talent Tech LIVE!, recruiting expert Carmen Hudson helped HR and TA leaders wade through the ever-expanding marketplace of recruiting technology by spotlighting the standout tools. Also in this section, read about how American Airlines and BASF Corp. redesigned their talent-acquisition strategies to enable the TA function to better drive business results.

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Is it a smart strategy to use social media to vet job candidates or check in on employees? A number of experts chime in on the issue, highlighting the pitfalls of such approaches and offering suggestions for how organizations that do seek out information on social media can avoid legal or reputational damage.

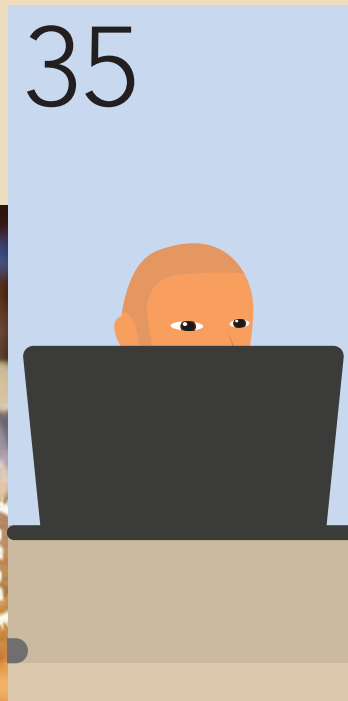
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Korn Ferry Vice Chairman RJ Heckmann tapped into his 25 years of experience in talent-management consulting and leadership development to form the foundation of his new book, *The Talent Manifesto*. *HRE* sat down with the author to learn more about what organizations can do to align their business and talent strategies, which he says is the key factor in organizational success.



Cover photo by David Neff



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HUMAN RESOURCE EXECUTIVE® Magazine (ISSN 1040-0443 USPS 002-565) is published monthly with combined issues for January/February and July/August by LRP Magazine Group, an LRP Publications Company, Suite 500, 747 Dresher Rd., Horsham, PA 19044, (215) 784-0910. Periodicals postage paid at Horsham, PA and additional mailing office. Single copy price: \$8.95. Subscription rates: In U.S., \$94.95 for one year; \$138.95 for two years; \$180.95 for three years. In Canada and Mexico, \$106.95 for one year; \$169.95 for two years; \$222.95 for three years (U.S. currency). In all other foreign countries, \$138.95 for one year; \$222.95 for two years; \$307.95 for three years (U.S. currency; prices include air mail delivery). For subscription information, call 1-800-386-4176 or FAX to (215) 784-0317. POSTMASTER: Send address changes to: HUMAN RESOURCE EXECUTIVE, PO Box 2132, Skokie, IL 60076.



Inside Job

If there ever was a time for employers to get creative in their hiring practices, you would think it would be now.

In March, the labor market continued to show impressive strength, with the creation of 196,000 nonfarm jobs and unemployment sitting at 3.8 percent. (In 2018, nonfarm payroll averaged 223,000 per month.)

With the job market as tight as it is, it's no surprise that we're seeing more and more key employees heading for the exits. A survey by Robert Half last year found 64 percent of professionals think changing roles every few years can be beneficial, with the biggest benefit being a higher salary. This marks a 22 percent increase from a similar survey conducted four years ago.

To be sure, there is no shortage of reasons employees may decide to look elsewhere for opportunities. A higher salary is certainly one, or

perhaps more attractive benefits, greater flexibility or a better boss. But as Phenom People Chief Evangelist Ed Newman recently noted during a breakout session at the recent Recruiting Trends & Talent Tech LIVE!, it could have something to do with the barriers in place that prevent employees from pursuing a job internally.

Newman cited a study by Cornerstone OnDemand that found 66 percent of employees would prefer to look inside their organizations for new and better positions. Sadly, he added, many organizations don't have the programs and policies that are needed to address that preference. In fact, he said, some seem to go out of their way to block internal mobility from happening. One example: the common policy of preventing employees from moving to a new position internally during their first 12 months of employment.

Sure, maybe they can't look for a job internally, but that doesn't prevent them from looking for one externally.

When it comes to internal mobility, Newman explained, HR often takes a "hands-off-the-wheel" approach. Let managers control what happens. The net result of that strategy, however, is often nothing ends up happening, since managers aren't eager to give up their stars.

Naturally, many of those same employees become frustrated and leave anyway. The two main reasons employees move on, Newman said,

are the lack of career advancement and developmental opportunities. Money is No. 3.

Newman cited performance ratings, particularly the use of forced-distribution rankings, as one of the key drivers of attrition. Those who are being rated a two on a five-point scale (with one being highest), he said, end up being the most likely to depart. "They believe they should be No. 1. But what we tell them is that the 5 percent increase they were given was 2 percent higher than the normal 3 percent." That reasoning only goes so far when someone is getting external offers that are 10 percent higher.

To address this problem, Newman suggests that employers replace their "birdcage mentality" with a "bird-feeder mentality." In other words, they need to give their employees reasons to stay, beginning with improving the processes around internal job opportunities.

Given today's tight jobs market, I think it would be wise for HR leaders to heed Newman's advice. And, if they're not already doing so, they should begin to take full ownership of this problem by doing everything in their power to ensure that their top talent doesn't have to look outside the walls of their organizations for that next opportunity.

David Shadovitz

David Shadovitz
Editor

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Quoteworthy

"Josh Bersin estimates there are about 1,400 different recruiting-technology products out there—based on my own experience, I'd put that number even higher ... There are too many, and if you're leading a team, you might feel like you're falling behind."

—Recruiting expert **Carmen Hudson** at the closing session of *Recruiting Trends & Talent Tech LIVE!*

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Human Resource
Executive®

VOLUME 33, NUMBER 4

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For subscription information, please call (800) 386-4176, email human_resource_executive@omeda.com, or fax to (215) 784-0317.

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Drill Workforce Data Carefully

Data, data everywhere. It used to be that the consumer side of the business was data-obsessed, but now CHROs and their teams are aggressively focused on gathering and mining insights from workforce data.

It's not the data themselves that are of interest; it's the intelligent patterns companies can glean from them. Using artificial intelligence and advanced analytics to generate new insights, companies can impact the balance sheet significantly. From using wearable technology to gauge employees' workday stress levels to determining the informal worker networks that produce breakthrough innovation, workforce insights can become a competitive advantage—when used correctly. A recent study shows as much as 12.5 percent of a company's future revenue growth is at stake.

But there is a caveat: Just because companies can access employee data, it doesn't mean they should.

New business models and the reality of continuous disruption require new frameworks and approaches to both consumer- and employee-data insights. Respecting privacy and security needs to come above all else.

Employee insights can be used in a way that engenders employee trust. According to Accenture, employee trust is valued at \$3 trillion in the U.S. alone—which makes the right thing to do also the profitable thing to do.

From the same study, we know that 62 percent of businesses are using new technologies and sources of workplace data to a large or significant extent. From the quality of a developer's software code to the efficiency of a delivery driver's route, employers have a window into their workforce that most of us never dreamed possible. When leadership partners with employees, they can use these insights to improve the workplace, improve profits and reap shared gain, for all.

For example, business leaders said they expect to use data insights mainly to place people in the right roles (70 percent), increase productivity and workforce performance (69 percent), and enhance

organizational agility and speed (61 percent). A majority (65 percent) of workers are open to their employer collecting data about them if it provides them with personalized benefits like customized compensation, learning and development, or safety at work. However, only 30 percent of companies say they are confident they're using workforce data responsibly. That's a frightening figure.

As you forge ahead with workforce insights, allow employees input and control

over their own data and offer benefits for sharing them. Second, involve employees in the design of new workforce-data systems. And third, elevate your people by using data responsibly. That means anticipating unintended consequences and avoiding them—to protect your people and your corporate reputation.

Creating a framework for the responsible use of workforce data makes sense ethically and—given the revenue growth at risk from loss of employee

trust—financially. Engage your people, putting them first. Use design thinking to ensure a win/win for the company and its workers. We must move into a new world of work—but let's make sure our people are partners in the process.

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.

People Side of Digital

By Jason Averbook/Columnist



How to Reinvent Learning

Everyone could agree learning not only provides a competitive edge in an increasingly automated and

outsourced economy, it's critically necessary.

Innosight's *Corporate Longevity* forecast indicates half of S&P 500 companies will lose their spot on that list in the next 10 years. If upskilling and retraining the workforce isn't part of a company's workforce-development strategy, they risk being part of that churn.

Digitization of Learning

People are digital natives, or becoming so, yet the workforce technology we provide for learning and productivity is outdated.

Learning management needs to upskill and empower your workforce through learning practices and tools that focus on skills, knowledge and abilities. It needs to be:

Real time: Learning and knowledge should be online, available on video and provided as rich content.

Personalized: Delivery of relevant learning content relies on understanding what job or role you're in. It should also consider where you might want to go in the future, in terms of career aspirations and skills you're interested in building.

Short, bite-sized: Picture yourself searching YouTube to figure out how your drone camera works. You don't want to read a manual or even watch the entire video; you just need the answer. Provide highly consumable learning that's quick and easy to absorb and use.

Skills-based rather than compliance-based: Hire for skills, then continue to develop them based on what your organization needs to deliver (not based on a compliance checklist).

Data-driven: Personalization needs the right data supporting it—such as the skills required for a job, or what skills a person has or needs.

Meet them where they are: Consumable content that's easier to access and learn comes in lots of formats through lots of channels, and this includes mobile or online videos or webinars.

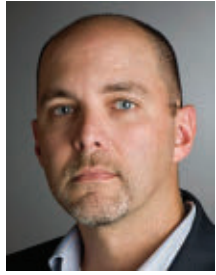
Data as Knowledge, Delivered as Learning

Discovery (not development) of content is the greatest challenge organizations have, not because it's not available but because it's everywhere. Making it easier for individuals to discover and leverage content at an individual level is a massive opportunity.

When you search on the company intranet or on Google, you don't just want to find a document; you want to find an answer. The vast majority of HR's data is knowledge, and it's in the form of unstructured data, sometimes tied to other data in the organization. In order for bots to make data usable, companies need to focus on their foundation—and on the organization of data to provide knowledge and learning (not develop courses). In order for augmented intelligence, automation and bots to actually work in the future, we have to think differently. This space will blow up because of the potential technology has to organize knowledge and provide an improved learning experience.

That's why learning management is not only reinventing itself, it's upheaving itself at its very foundation. I imagine it will be a hot topic we'll all be following closely at the HR Technology Conference in October and elsewhere. It's one of the most exciting opportunities we have in shaping the future of work.

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.



HR-Tech Trends You Can't Ignore

Many of us are considering the tech developments and tools that will most impact our organizations this year. Fortunately, three industry experts—George LaRocque, Ben Eubanks and Trish McFarlane—recently released the *2019 HCM Trends Report*, which identifies big-picture HCM and workplace trends shaping the direction of HR-tech innovation in 2019.

I recommend downloading the entire (free) report (at www.larocqueinc.com), but I also want to highlight the most important trends the authors lay out.

Applications of AI at Work

Artificial intelligence shaped much of the HR-technology conversation last year. Like previous macro trends (SaaS, mobile, UX, etc.), AI is now increasingly applied to support HR and talent-management functions. But like many emerging technologies of the past, AI seems more like a cool set of capabilities still in search of the right problems to solve.

In the *2019 HCM Trends Report*, Eubanks points out that, this year, the focus will move to AI's practical impact: "It's no longer enough to shout that your technology has machine learning or automation capabilities—you'll have to explain the problems it solves, or risk being overshadowed by those that do."

HR leaders thinking about how to make AI-enabled plans should press any potential technology provider for demonstrable examples of real-world applications and quantifiable results. AI must move past the "hype" and begin to deliver real returns or, as Eubanks correctly implies, the technologies—and your efforts—will not be successful.

HR as an Enabler of Success

Over the last few years of planning the HR Technology Conference, we have focused the program on the theme of success with HR technology. As HR leaders roll out their HR-technology plans, the focus should be on desired outcomes for the business, HR and the individual, and how HR tech can support achievement of these outcomes.

Whether it is in targeted ways like applying new HR technology to support real-time learning, broader initiatives

like systemic digitization of HR-service delivery or applying insights from HR data to inform talent decision-making, all HR-tech efforts should focus on driving results.

Total Wellbeing

In the report, McFarlane writes that the term "total wellbeing" has been used in the workplace for at least a decade. Primarily, it was a way to address the need for improved employee health via step programs, exercise plans and better eating

habits. This has evolved into a more holistic strategy to address employees' emotional, physical, financial and professional needs. Organizations are embracing it to increase engagement and retention, improve productivity, and assist with recruiting and employer branding.

HR leaders should research and better understand the growing market for solutions that support financial wellbeing, child- or elder-care needs, student-loan-repayment support and employee mental-

health needs. Look to HR-tech providers to support this more comprehensive approach to wellbeing to ensure consolidated reporting and analytics, unified access and consistent user/employee experiences.

We're in the midst of another dynamic, fast-paced and technology-driven year in HR, so make plans to attend the HR Technology Conference, from Oct. 1 through Oct. 4 in Las Vegas, where all the important HR-technology solutions will be on display.

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

Talent Management

By Peter Cappelli/Columnist



The Economics of Tech, Jobs

When I was a child, I remember when the migrant farm workers would arrive every summer to work in

the nearby bean fields. Those fields stayed, but the migrant workers stopped coming by the late 1960s, which I now realize was about the time that minimum wages and the Fair Labor Standards Act started being applied to farm labor.

This brings me to an interesting story by Miriam Jordan in the *New York Times* about new technology being introduced to farms, especially for those growing labor-intensive crops that have to be picked by hand. It's easy to attribute the rise of these machines to the genius of some tech wizard in a lab; it certainly looks whiz-bang compared to hand-picking and weeding. But, in fact, this equipment is not the result of any fundamental breakthrough in technology. It is progress in engineering: applying existing technology to a new and different problem, such as using image recognition to identify plants.

Why is this coming now, and not sooner? Because it's gotten more difficult to get agricultural laborers to do the unskilled work of picking and harvesting. These are not attractive jobs. The work is hard and seasonal. And while minimum-wage requirements apply to farm workers, there are lots of exemptions to wage-and-hour requirements. Overtime provisions do not apply, since farms that use less than 500 days of farm labor in a calendar quarter in the previous year are exempt. Most of the "hand labor" who pick crops can be paid piece rates instead.

Evidence suggests that the vast majority of agricultural labor is performed by undocumented workers, who don't have many other options and are unlikely to report violations. It's gotten more difficult to find those workers, while people with other options are not likely to be interested in this work.

It is not surprising that the agriculture industry has long resisted efforts to restrict immigration and crack down on illegal immigration. When that doesn't work, necessity is the mother of invention, and the market for tech solutions grows large enough that it is worth it for companies to figure out how to do the work with machines. These solutions aren't perfect, but they are already pretty good, and they'll get cheaper and better.

What's the general lesson from this? It is a reminder that what drives technological change in the world of business has more to do with economics than anything else. We automate—or, as economists would put it, we substitute capital for labor—when the need is big enough to draw investors and engineers into the problem. The work of picking crops remained largely unchanged for generations because labor was cheap enough not to merit seeking out alternatives.

The arguments we hear from pundits about which jobs could be automated are irrelevant. We could automate almost any work if we put enough effort and investment into it; we just won't do it unless it is worth it. If you go to the developing world, where unskilled labor is incredibly cheap, you'll see construction work being done with picks and shovels. It is not because they don't know about backhoes; it's because labor is so cheap that it's cost-effective not to use them.

Substituting capital for labor—or automation, if we want to use that term—is the main force driving increases in productivity, which, in turn, is the primary factor in making countries wealthy. Cheap labor reduces that incentive to automate.

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.

Top Story

Tapping into the Neurodiverse Talent Pool

Definitions of employee diversity have begun expanding in the past few years to include people who are “neurodiverse,” most notably those on the autism spectrum, because they can offer high productivity, job loyalty and innovations from a different perspective.

Jumping right into hiring and onboarding this talent segment without educating HR and managers, developing an employee culture of acceptance or creating a strong support system can set this talent segment up for failure, says Mike Civello, vice president and creator/director of the Neurodiversity Inclusion Center at Rethink, a New York-based online-services company.

Calling HR the “culture drivers” and managers the “culture influencers,” Civello recommends these groups should first be educated about accommodating neurodiversity in the workplace to “situate yourself as an employer of choice in what I believe is an amazing talent pool,” he says.

Rethink’s program includes e-learning videos and discussion guides, case studies from companies that have launched autism-at-work programs and interviews with neurodiverse individuals about what has worked and what hasn’t worked for them in their careers.

The expertise stems from Rethink’s online-services platform that supports employees who have children with special needs. Companies using this employee-benefit service—which include SAP, Microsoft, Costco and others—have developed autism-at-work programs and shared their best practices with NIC.

Broadening communication within the entire employee population comes next.

“If you are familiar with something, it becomes more comfortable,” he explains. Strategies include talking about famous people who are said to be on the neurodiversity spectrum and then conducting focus groups to elicit and share stories from employees themselves.

“Get your staff and culture introduced to folks with different types of disabilities, physical and intellectual, through a small internship program and then transition those interns eventually into full-time employees,” says Civello, who recommends working with vocational specialists to identify and attract neurodiverse candidates.

Next, he says, provide appropriate accommodations for the new hires. For instance, noise-cancelling headphones and workspace design can counteract the increased sensory sensitivity common among those on the autism spectrum. On-the-job training and role-playing can help neurodiverse employees learn how to pick up on social cues and work more easily with other people, including customers.

NIC provides access to board-certified behavioral analysts who would guide managers and HR folks on how to identify the behavioral triggers that cause problems and help managers modify their own behaviors and/or train employees to avoid future problems.

“Two years ago, I would walk into a room to do a talk about neurodiversity and maybe two people had even heard of the term,” Civello says. “Today, it’s a major topic at conferences and encompasses companies in every industry and every size.”

—Maura C. Ciccarelli



Capitalizing on Mobile-Based Learning

Most HR professionals are aware of the benefits of mobile-based training, yet more than half of businesses recently surveyed still use paper-based materials, even though they believe such tools are ineffective.

The survey was conducted by Inkling, a digital-learning platform for frontline employees. Although 500 retail and restaurant organizations participated, their responses still reflect marketplaces outside those industries, says Jeff Carr, CEO of Inkling.

“Customer-facing employees don’t receive enough ongoing training and lack direct access to reference materials and training guides,” he says. “That’s not a shock but, in 2019, you’d think a store, restaurant or office would have figured these things out and [mobile learning] would be a little bit more commonplace.”

According to the survey, 90 percent of respondents agree that it would be beneficial to switch from outdated or inefficient paper-based training to online or mobile-based training, while 86 percent of executives and customer-facing staff agree that communications need to improve in both directions. Most respondents (97 percent) have or plan to introduce mobile-based training apps or software, with 86 percent saying mobile-based training has improved frontline staff’s ability to meet customer expectations, but usage of mobile devices still has a long way to go; 56 percent believe mobile devices are not being maximized.

According to Inkling’s research, employees dislike corporate learning-management

systems because they typically are not interactive or streamlined, Carr says, adding that workers prefer micro learning to workshops because it enables them to access small bites of information on mobile devices while completing tasks or projects.

“As we move toward a 3.5 percent unemployment rate in the U.S.,” he says, “there’s a need for a better employee experience in the learning space, everything from real-time feedback and check-ins to in-the-moment, in-the-flow, which are huge trends.”

Transitioning to mobile-based learning poses several challenges for HR leaders, who have to determine when this type of learning is appropriate, identify specific content to deliver and to whom, assess how much mobile learning should be offered, and explore where and how that content is delivered, says Ron Zamir, CEO at AllenComm, a global professional-services firm that focuses on training.

Zamir says he believes mobile-based learning will accelerate this year because training products can now be displayed on practically any device with a screen.

“With simple laser technology ... you can project training content, product descriptions and value propositions on mobile devices, computers, walls in a mall or screens in gas stations or elevators,” he says.

Companies will also use mobile devices as bookends for onboarding. Before orientation, he says, new hires can receive information, for example, about the organization’s history and then, on the job, access mobile-based content that reinforces critical concepts.

“Mobile learning will be less content-heavy and more social-interaction-heavy,” he adds. “It will be more about interactivity and sharing information

between employees versus devices that receive content.”

Still, Zamir remains skeptical of high-tech learning’s current reach, saying it’s going to take many years before people “don’t want to hold a book in their hands.”

Until then, he says, HR should avoid overloading itself with technologies that address a narrow training need.

Historically, the training market has been slow to adopt new approaches or formats, says Ibrahim Jabary, CEO at Gamelearn, which develops



game-based training and communication software for mobile devices.

Not everyone in the training market fully understands the benefits of video games, Jabary says. Looking ahead, he adds, most mobile-based learning or training formats will be influenced by gamification; he predicts suppliers will build content around experiential learning, gamification and social learning.

At that point, HR will face a supply-and-demand challenge. “The lack of quality content is going to be a huge obstacle,” Jabary says, explaining that some clients are already asking for products not yet developed.

Meanwhile, employees have grown bored with traditional-learning formats, he says.

“Everyone needs to think about how to make content attractive again,” Jabary says. “If you find a way to make people have fun while sharing, creating or organizing their knowledge, that would become a huge tool.”

—Carol Patton

Graduate-Level HR-Analytics Programs on the Rise

Anna Tavis has seen lots of changes during her long HR career, which has included stints as global head of talent management at Brown Brothers Harriman and head of executive talent at American International Group.

But the change she's most excited about is the rise of HR analytics.

"HR is finally coming to the table with actual evidence for a lot of the things we've been talking about for the entirety of our existence," she says. "Thanks to analytics, now we have proof."

Tavis, who left the corporate world for academia several years ago, oversees a new graduate-level human resource program in HR analytics at New York University's School of Professional Studies. The 30-credit program will begin this fall.

Master's-level HR programs in analytics are becoming increasingly common. Rutgers University has introduced an HR-analytics course track as part of its master's program in human resource management. Cornell University has begun offering an HR-analytics

certificate, consisting of four courses. American University recently created a master's degree in HR analytics and management, a 30-credit program that can be completed in 20 months. Most of the programs have significant online components, which are intended to ease the burden for students with full-time jobs.

"These programs are filling a void in the market," says Shekar NV (Nalle Pilli Venkateswara), Willis Towers Watson's senior director of talent management and organizational alignment.

NV himself teaches an HR-analytics course at the University of Virginia. The demand for HR-analytics professionals far exceeds the available supply, he says.

"I've personally headed the workforce-analytics function at some major companies and can assure you that it's very hard to find people with the right skills," he says.

Many of NV's clients are grappling with problems that would benefit from HR analytics. Recruiting, for example, still takes too long and is often wasteful, causing companies to lose precious time in a climate of near-zero unemployment.

"Recruiting is prime for analytics," he says. "It can help you determine the most efficient way to find the right people at the right time."

One of the most important benefits of master's-level HR-analytics programs is that they can teach graduates how to use data to tell stories and

highlight critical issues, says NV. "Effective storytelling this way is really hard because, in addition to the data and analysis skills, you also need a good understanding of the business," he says.



At Villanova University, Robert Stokes helped the institution launch its first online graduate program in human resources. After he retired from Villanova in 2016, he was recruited to join American University, where he now oversees its new online master's program in HR analytics.

American University's program was spurred by the university's HR advisory board, which initially wanted to create a broader online HR program for the university.

As the board members deliberated, it became increasingly clear that a focus on HR analytics was needed, says Stokes.

"There's more attention on data-driven decisions, not just automating processes," he says.

"There's a new emphasis by HR professionals on utilizing data to evaluate their success in, say, attracting qualified job candidates."

The program includes an "immersion event," held

three times per year in the Washington area, in which students visit the headquarters of organizations such as Hilton to learn how they're deploying HR analytics. "It's a high-touch experience for the students, faculty and staff," says Stokes.

While the HR advisory board helps ensure that the program's course offerings remain up to date, he says, some of the most vital input comes from the students themselves.

"Our students share with us the various tech platforms their companies are using," along with how and why they may be looking to upgrade, says Stokes. They also share some of the other challenges their firms are wrestling with, he says.

"I had a student who said she was having turnover problems with a certain type of position at her organization," says Stokes. He worked with the student to use analytics to determine the potential underlying causes and evaluate hypothetical solutions.

The majority of students in AU's program are early in their HR careers, says Stokes. He encourages graduates to focus on how they can use data to improve the employee experience at their organizations.

"We're not trying to turn them into data scientists, but more like HR professionals who understand that, with

HR evolving, they can be a really important partner to the business," he says.

At NYU, students enrolling in the new HR-analytics program—formally called the MS in Human Capital Analytics and Technology—will complete a seven-course core curriculum that focuses on data analysis and automation, along with the foundations of behavioral and organization sciences and applied research. Students will complete two short residencies in New York at the beginning and end of the program, with the rest of the material completed online. They'll have the option of completing their studies within one year as full-time students or three-and-a-half years as part-timers, says Tavis.

Tavis had an outside partner in creating the program: IBM, which lent her four data scientists who specialize in creating AI-based tools.

"Diane Gherson [IBM's CHRO] and I have had multiple conversations on this topic," she says. "She's been an inspiration to me."

Students in the analytics program will obtain knowledge they can't get from other programs, including HR-focused MBA offerings at NYU, says Tavis.

"HR-education programs are still mostly focused on functional areas," she says. "This will be what I call HR 3.0—evidenced-based HR management."

The program will include an "experiential learning capstone" in which students will intern at New York-area companies to apply what they've learned.

Tavis says the program is open to students of all career levels, including senior HR leaders, as well as those just starting out. Students without an analytics background will be able to enroll in a "boot camp" this summer to learn the basics, she says.

Having analytical skills alone is not enough, says Tavis.

"We need to understand what questions to ask and be able to interpret what the data are telling us," she says. "That's what we're building here."

—Andrew R. McIlvaine

Risky Business

Risk-taking plays an important role in helping women advance in their careers—and they know it. According to KPMG's *Risk, Resilience, Reward* survey of college-educated, white-collar working women:

- 55% believe people who take career risks progress more quickly;
- 43% are open to taking risks typically associated with career advancement; and
- 37% of women with more than 15 years of experience are open to risk-taking, compared to 45% of those with less than five years of experience.



Here's How HR Will Target Its Tech Dollars

HRE, producers of the HR Technology Conference, recently conducted a pulse survey of nearly 200 respondents on the topic of HR technology, which found almost one-third (31 percent) of respondents say their HR-tech spend will increase in 2019.

This writer asked a trio of HR-tech experts—Christa Manning, director of human capital management innovation at Ultimate Software; Stacia Garr, co-founder and principal analyst at RedThread Research; and Kyle Lagunas, research director for emerging trends, talent acquisition and engagement at IDC—to interpret the results.

Manning says the figures reflect the fact that many organizations have been rationalizing their HR and workforce-facing systems as a part of overall digital-technology strategies. At the same time, she adds, there has been a big focus on simplifying and improving the overall employee experience.

“This can mean fewer different systems overall as more and more companies focus on their core-platform provider but may take advantage of new capabilities as they are added on, through ongoing innovation, business growth and ecosystem integrations,” she says.

Only 16 percent of the respondents, however, say they are anticipating

popular response being “recruiting/onboarding,” at 44 percent.

Lagunas says he’s not surprised by recruiting’s high position on HR’s priorities chart.

“Onboarding has proven to be one of the most impactful talent processes—and also something heavily underutilized in the past,” he says, adding that companies are making investments in this application in particular. Meanwhile, CRM systems are quickly becoming one of the most pivotal components of a modern recruiting operation.

“Much of the growth we’re seeing in recruiting-technology spend is related to the adoption of these systems—and broader recruitment-marketing solutions as well,” Lagunas says.

In one of the more surprising results of the survey, only 13.5 percent of respondents say their organization deploys emerging technologies like AI and machine learning.

This indicates an overall lack of understanding on HR’s part, says Lagunas.

“They may not be rolling out these capabilities as part of a specific change initiative, but their solution providers are certainly leveraging AI technologies like machine learning/natural-language processing/robotics-process automation to enhance their offerings and improve [the user experience],” he says. “Maybe the better question isn’t whether companies are deploying, but whether they are adopting it. This is where

Which areas will you be targeting your HR technology spend in the next 12 months?

Recruiting/onboarding	44%
Payroll.....	31%
Talent/performance management	31%
HR-data analytics	28%
Workforce management.....	28%

understand where AI is being brought to bear or applied in their HR and workforce-facing systems, what data sets the algorithms have been trained on, and how they are continuously refined and may be adjusted over time to reflect appropriate and desired outcomes,” says Manning. “HR

will need to help support people in learning how to interact with AI-driven systems, as well as develop their own unique skills. But that is what good HR functions have been doing all along—AI is just a new type of tool to support people’s contributions.”

—Michael J. O'Brien

Upcoming Events

June 23-26 SHRM19 Annual Conference & Exposition, Las Vegas Convention Center, Las Vegas. This conference will cover a broad range of topics, including making organizations more compliant, cutting-edge trends that will impact workplaces in the next few years, building a strategic talent-management plan to increase engagement and retention, and more. Attendees will gain the tools and resources needed to implement successful HR practices. For more information: Society for Human Resource Management at <http://annual.shrm.org/about>.

July 29-31 2019 Employee Engagement Conference, Sheraton Denver Downtown, Denver. This conference will provide actionable tools and strategies for taking part in the revolution that drives business results. Attendees will learn how leading companies craft employee experiences that align to business goals and how those experiences create a culture of values, support, high performance and sustained innovation. For more information: Human Capital Institute at <https://hciengagement.com>.

Aug. 12-15 FDR Training, Philadelphia Marriott Downtown, Philadelphia. Now in its 34th year, FDR Training has been the federal community’s most authoritative training event focusing on the areas of EEO, HR, LR, alternative-dispute resolution, legal compliance and much more. Each year, thousands of federal professionals gather to get in-depth, in-person guidance on current issues affecting agencies from the nation’s most respected federal experts. FDR also provides attendees the unique opportunity to interact with government leaders, industry experts and peers from across the nation. For more information: LRP Media Group at www.FDRtraining.com.

Aug. 20-23 National Ergonomics Conference & ErgoExpo, Paris Las Vegas Hotel, Las Vegas. A solid ergonomics program is a smart investment, not a company expense! Whether building a new program or strengthening an existing one, ErgoExpo is an opportunity to learn how ergonomics can reduce turnover, decrease absenteeism and improve morale at organizations. Whatever the company size, industry or budget, attendees will explore more than 50 sessions, delivering education and product knowledge in the hottest

and most pressing topics in ergonomics. For more information: LRP Media Group at www.ErgoExpo.com.

Sept. 10-12 2019 Learning & Leadership Development Conference, Encore Boston Harbor, Boston. Attendees will get the tools and strategies needed to identify, develop and coach leaders to better engage and retain teams, and will find out how retention is the hard-won outcome of engaging and challenging talent. For more information: Human Capital Institute at <https://lhdconference.com/>.

Oct. 1-4 HRE's HR Technology Conference & Exposition®, The Venetian, Las Vegas. Whether attendees are looking to increase their knowledge to buy and effectively implement new HR systems or to stay on top of this rapidly changing industry—success starts here. As the industry’s leading independent event for 20-plus years, HR Tech has been a key catalyst for tens of thousands of HR and IT executives in their quest to leverage technology and secure HR’s role as a pivotal component in their company’s overall success. Hailed as the industry’s “Town Hall Meeting,” HR Tech is a once-a-year chance to learn from—and network with—respected thought leaders and like-minded professionals. HR Tech is not a user conference and does not sell speaking slots. That means each session gives practical and actionable takeaways—minus the sales pitch and vendor hype. Plus, home to the world’s largest HR-technology expo—the size of seven football fields—HR Tech gives attendees the chance to compare more products and services side by side than any other event. For more information: LRP Media Group at www.HRTechConference.com.

Nov. 6-8 National Workers' Compensation and Disability Conference® & Expo, Mandalay Bay, Las Vegas. Thousands of workers' compensation and disability-management professionals from across the nation come together for this once-a-year event that's not to be missed! NWCDC offers endless opportunities that will propel workers' comp and disability-management programs forward. With more than 35 sessions spanning six unique program tracks, NWCDC will help attendees gain new ideas on how to use workers' comp programs to engage absent workers, speed return-to-work and much more. For more information: LRP Media Group at www.WCCConference.com.

How will your HR-technology budget change in 2019?

Increase	32%
Remain the same	52%
Decrease.....	6%
Not sure	10%

moving to a new core HRIS in the next 12 months, a figure that seems “about right” to Garr.

“Research shows that organizations replace their core HRIS every five to six years, so this number seems appropriate,” she says. “We may have seen higher numbers in the past as organizations ripped out on-premise solutions and moved to the cloud—potentially before the fifth- or sixth-year mark—but the overwhelming number of organizations are now in the cloud.”

Survey respondents were also asked where they would be targeting their HR-tech spend in the next 12 months, with the most

the rubber meets the road—and where HR has historically struggled to enable systematic improvements to their operations.”

Garr notes that there also have been many well-documented stories of bias showing up within AI, so “many employers are hesitant to move forward until there is broader understanding of how that bias comes to exist and how it can be mitigated.”

Yet, despite that low figure of current AI adoption, nearly 19 percent of those surveyed say their organizations are planning to invest in these new technologies.

Before HR leaders dive in, Manning says, they “need to

How the Right BYOD Policy Can Reduce Turnover

Everyone seems to love their smartphones these days. Yet, according to a new survey, the rise of personal smartphone use among service-industry workers has not been enough to drive adoption of more “bring-your-own-device” policies among employers.

The new research from WorkJam—a digital-workplace-platform provider based in Montreal—found that more than half of hourly employees say their current role prevents them from maximizing their full potential at work. Specifically, 61 percent of those frustrated employees cite “scheduling and communication pain points” as reasons for leaving.

The survey polled 1,000 U.S.-based hourly employees and employers across the retail, hospitality, logistics, healthcare and banking industries. Titled *Embracing a Bring-Your-Own-Device Policy in the Workplace*, it found that, for example, 57 percent of millennials would prefer to use their personal mobile devices to access information such as schedules and training materials. WorkJam also found that 69 percent of employees believe that, with the right application, they’d have an easier time picking up shifts that accommodate their schedules, according to Steven Kramer, co-founder, president and CEO of WorkJam.

“Our smartphones are an extension of who we are, and being able to integrate aspects of our work lives into our personal devices creates ease and comfort for employees,” Kramer says. “Today, every U.S. workplace relies on smartphones, and the service industry is no exception. When used in conjunction with a strong BYOD policy, employers can foster a more productive, engaged and loyal workforce.”

According to Kramer, these findings should call attention to the impact a BYOD policy can have when it comes to building a more engaged, productive workforce.

“It’s never been more imperative that employers put the power of communication and scheduling into employees’ hands,” Kramer says. He adds that having access to a central repository of training information that can be updated instantaneously will enable employers to retrieve information on their own time, from anywhere.

“Additionally, there is no longer confusion when policies change. Entire departments are alerted immediately when there’s a change in operations,” he says.

This is where a digital-workplace platform can help employers boost employee productivity, increase transparency throughout the company and improve the employee experience

by harnessing the power of employees’ personal devices.

With digital platforms, Kramer says, getting and keeping in touch with a manager is just a few taps away. Also, important training materials can be accessed, regardless of whether the employee is at home or work. Kramer explains that this gives employees

greater control over their work-life balance, boosting morale and lowering turnover. Employers that make this investment, he says, can gain a competitive edge while enhancing culture and creating opportunities for increased efficiency.

“It’s no longer a question of whether organizations should adopt a digital-



workplace policy,” Kramer says. “It’s about when they should make the change.”

—Tom Starnier



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Founding *HRE* Editor to Retire

Next month, *Human Resource Executive*® will say farewell to Dave Shadovitz, as he departs LRP Media Group for retirement after a more than 30-year career with the company—during which he led the publication to become the industry standard it is today, while himself becoming a leader in the HR community.



Dave Shadovitz

For this special section, the staff at *HRE* spoke with HR visionaries and walked back in time through the many pages of the magazine to explore the wide-ranging impact Shadovitz has had on the publication and the field of human resources. Apart from his professional influence, Shadovitz has also served as a colleague, mentor and friend to hundreds of *HRE* employees throughout his decades with the organization, and his presence will be missed by all.

A Fond Farewell

I would like to extend my heartfelt congratulations to Dave Shadovitz, the founding editor-in-chief of *Human Resource Executive*®, on his retirement. Dave has been with *HRE* since the beginning and successfully steered the magazine through its many changes—alongside those in the HR profession—over the last 32 years.

Throughout his tenure, Dave has expertly spearheaded the editorial direction of *HRE*, publishing strategic, informative and thought-provoking content that shaped countless conversations in the field of human resources and beyond. His deep understanding of the issues impacting HR executives and practitioners, coupled with his commitment to journalistic integrity, have been vital to helping *HRE* develop into the award-winning market leader it is today.

Dave's leadership and strategic mindset have enabled *HRE* to remain at the vanguard of innovation. He was integral in the launch and unprecedented growth of several of LRP Media Group's industry-leading conferences and has successfully led the magazine through the ongoing evolution of the publishing industry. Thanks to the forward-thinking foundation Dave laid over the past 32 years, *HRE* is primed for continued success in our next chapters.

While we will miss Dave's wit and warm personality, all of us at LRP are grateful for his remarkable contributions and the indelible mark he has made, both on our company and the entire HR community.

Kenneth Kahn
President, LRP Media Group

On the Leading Edge of Innovation

As one of the driving forces behind the publication of *Human Resource Executive*®, Dave Shadovitz puts in considerable time and energy behind the scenes—but that work has also required a deep investment outside the company, in the field of HR, evinced by his unparalleled impact on the profession.

"He really led the charge in terms of recognizing the value of the HR professional to an organization," says Jeanne Achille, founder and CEO of the Devon Group and chair of the Women in HR Tech Summit at the HR Technology Conference & Exposition®.

"Previously, we didn't have an editorial vehicle that was credible and sustained, and where HR professionals were being recognized for their



Dave speaking at the 2014 HR Technology Conference

contributions and their value," Achille says. "To Dave's credit, he stood that up."

That process was largely fueled by Shadovitz's commitment to staying on the leading edge of the field—helped along by the relationships he maintained and nurtured over more than three decades, says Fred Foulkes, director of the Human Resources Policy Institute at Boston University.

"He works hard to stay on top of best practices and what's going on at all the major companies," Foulkes says. "He knows what's going on in the HR-tech companies—from the start-ups to the established players—and he has relationships with a lot of us in the academic world, as well as the leading thought leaders, consultants and gurus."

From diversity to AI, Foulkes says, Shadovitz has kept his finger on the pulse of the HR community, which helped the magazine and, by extension, its readers "stay ahead of the curve and always be extremely current."

Shadovitz has a keen ability to separate the "wheat from the chaff," says Dave Ulrich, partner at the RBL Group and the Rensis Likert Professor at University of Michigan's Ross School of Business—and that has enabled the magazine to "focus on what matters most, and filter and focus the ideas that have shaped our field."

Jill Smart, president of the National Academy of Human Resources—who met Shadovitz, an NAHR Fellow since 1995, when she joined him as a Fellow in 2009—says the editorial direction Shadovitz brought to *HRE* has provided both actionable and thought-provoking content. "The combination of perspectives from individual HR professionals and pieces about specific organizations not only highlights best practices that can be used by readers, but also gives the reader food for thought on issues they may be grappling with."

May 1987

First issue of *Human Resource Executive*® is published, with Dave as editor



November 1989

Federal Express Corp.'s James A. Perkins is named first-ever HR Executive of the Year, and first annual *HRE* Executive Forum is held

March 1997

HRE and Cornell University launch workindex.com



May 1988

HR Rising Stars Awards launch

1989

Dave is named editorial director of LRP's magazine group



1995

Dave is inducted as a National Academy of Human Resources Fellow



November 1998

HRE launches the first-ever HR Technology Conference & Exposition® (formerly the HRMS Expo)





Dave at his 1995 NAHR induction

Technology has been a key part of that equation. Shadovitz was “early to recognize the impact of technology on the HR space,” Ulrich says, adding he used both the pages of *HRE* and the HR Technology Conference, which he helped found and co-chair, to advance the conversation industry-wide.

Conference sessions are set up long before each year’s event, notes Foulkes, and Shadovitz has had the foresight to identify trends, line up leading-edge speakers and ensure the conference offers content that is timely and relevant.

Before the conference, Achille adds, HR technology “was seen as back-office—more transactional than strategic. Because of Dave’s influence and all his heavy lifting, he’s helped catapult HR technology to where it is today.”

While Shadovitz has long been a “keen observer” of the HR field and is known for his “quiet, mild manner,” Foulkes says, he hasn’t been afraid to wade into the fray and use his monthly editorial—for which he’s garnered awards by organizations like the American Society of Business Publication Editors—to comment on controversial current events, or issue calls to action. “In his editorial, he calls it as he sees it,” Foulkes says, “and that’s appreciated.”

That approach has extended to his work fielding pitches, adds Achille, who’s worked with Shadovitz for more than 25 years, including on behalf of her PR firm. She jokes that she would be certain a story pitch she crafted was unique and sure to resonate, “and I’d put it in front of Dave and he’d graciously listen—and then just say something that totally killed it,” she laughs. “He’d say, ‘Well, that was done eight years ago.’ He not only has that intellectual capacity to remember every single story, but he also won’t just go for what you want him to write; there are people you can push around, but Dave’s not one of them—but he’ll go about it in a polite, gracious way.”

AOConsulting President Richard Antoine, an NAHR Fellow and the organization’s former president, calls Shadovitz the “consummate professional.”

“He is soft-spoken but always thoughtful and concise,” he says. “All of us in HR will miss him, but we wish him well in his well-deserved retirement.”

—Jen Colletta

Growing Careers and Conferences

Founding editor Dave Shadovitz has put up with me for longer than anyone but my mother!

Moreover, for the last 29 years, Dave’s generosity, professionalism and prescience have been responsible for the major inflection points in my career in HR technology. And I’m sure he’s helped dozens of other journalists, too.

In San Francisco in April 1990, the American Management Association’s Personnel Conference was in its last years as the oldest trade show in HR. My start-up monthly magazine, *Computers in HR Management*, was folded the month before by its corporate owners after just three issues. But the magazine had already paid for my airfare and hotel, so I was there looking for something new.

For months before, Dave and I had swapped publications and talked on the phone as editor-to-editor. Finally meeting face-to-face on the show floor, his first words were: “I hate my technology columnist. Do you want to do it?”

“Maybe,” I said. “How much?”

We agreed on a price and shook hands. That 10-second conversation in 1990 was our only agreement for 17 years, with 78 columns, published four or five times a year. Not until HREOnline.com was born did we sign our first written contract covering the next 147 monthly columns.

Surprise! Dave had a life in journalism before starting *HRE*—in a computer trade magazine. So he completely understood

the perils of writing about technology for a general audience, which made him a great editor for nearly every one of my 225 columns.

Plus, he valued those with experience on daily and weekly newspapers and tried to hire people with that background—those who sweated the details, fast.

Last year, he himself displayed another useful editorial trait—an astounding memory: “I see you’re repeating yourself with this month’s column,” he said. “Whaaat?!” I replied.

“One of your earliest columns was about the same guy and the same subject,” Dave said, and he was absolutely right! It was my seventh column—in September 1991! I hadn’t even reread it first.

Four years after that early column had published, *HRE* became an editorial sponsor of a new HR-tech show called HRMS Expo. The organizers gave Dave a panel and, not being one for public speaking at the time, he gave it to me.

So in 1995, I recruited and moderated my first of what became 117 expert panels on stage. Afterward, the second-in-charge of the conference came up to say something familiar: “We hate our director. Would you like to program our conference?”

“Maybe,” I said. “How much?” Two years later, I programmed HRMS/Expo ’97 at New York’s Javits Center. Afterward, the owners wanted to sell it. I put them together with Dave, who arranged for *HRE* to buy it, probably at some rock-bottom price since he was always a relentless money negotiator—the real Art of the Deal.

Then Dave turned to me: “We’re renaming it the HR Technology Conference & Expo. Do you want to continue programming it with me?”

“Maybe,” I said. “How much?”

Dave and I went on to create the world’s largest and most successful conference about HR technology. I stepped aside after 2013 to count my money, while Dave has continued on as co-chair.

I will miss him in my professional life, which he did so much to help create.

—Bill Kutik

THEN and NOW . . .		1987	2019
	Average wage index	\$18,426	\$50,321*
	Size of U.S. workforce	120,729,000	163,184,000
	Number of women CEOs at Fortune 500 companies	1	25
	Unemployment rate	5.7%	3.8%
	U.S. Gross Domestic Product	\$4.87 trillion	\$19.39 trillion*
	Number of U.S. states with laws banning smoking in the workplace	1	26
* latest available 2017			

September 2000
HRE’s print edition gets a redesign



December 2002
Dave is named co-publisher of *HRE*

2006
Dave wins two silver ASBPE awards for his editorials: “Business of Integrity” and “The Walmart Memo”



January 2018
HRExecutive.com launches, replacing HREOnline.com

2002
HREOnline.com debuts

November 2010
HRE enters the Twitter-sphere



April 2013
HRE launches the Health & Benefits Leadership Conference



Future-Proofing the HR Function

Digital transformation is just one of the many unique challenges HR leaders of tomorrow must meet.

BY ANDREW R. McILVAINE

Stacie Mallen began her HR career in the basement—literally. “I worked at a hospital system recruiting physicians, and the HR office was in the basement, right next to the morgue,” says Mallen, who’s now a consultant.

During her HR career, she held senior-level HR positions at start-up companies such as CampusLogic and Merz North America. She’s also worked as a recruiter for Caremark and Robert Half International.

Early on, Mallen discovered that the hospital system’s HR department was not particularly well respected.

“It wasn’t a warm, friendly, business-centric place to be so, early on in my career, my mindset was ‘I don’t want to be seen as that,’” she says. At the hospital and at subsequent employers, she worked to ingratiate herself with the business team, learning about the customers and business strategy and working to be seen as a source of advice rather than a “rules monitor.”

Mallen’s journey is illustrative of HR’s own evolution from its traditional transactional role to more of a strategic resource. These days, HR leaders can be found on corporate boards and are often included on a company’s list of its top-five highest-paid corporate officers.

For a long time, HR was the steward of the organization. It ensured that rules were followed, laws were complied with and people-related processes ran smoothly. As the economy’s focus shifted from manufacturing and toward service-related work, however, HR’s mission became more strategic. Now, as the so-called Fourth Industrial Revolution takes shape, HR must evolve into something new: the steward of work.

That’s according to Ravin Jesuthasan, who’s overseeing a new research project by the Society for Human Resource Management’s HR

People + Strategy division and Willis Towers Watson. The initiative will produce a report this fall based on extensive research, a pulse survey of HR executives across all industries and in-depth interviews with CEOs, CHROs, board members and other members of the C-suite.

“HR will be responsible for the experiences of every human who touches the enterprise,” whether they’re a full-timer, an outside contractor or a contingent worker, says Jesuthasan, managing director of Willis Towers Watson and the closing keynoter at this year’s HR Technology Conference.

HR’s role in this transformation is far from guaranteed, however. A recent report from KPMG titled *The Future of HR 2019: In the Know or In the No* finds that, even as forward-looking HR leaders are confidently harnessing resources and implementing new technologies, a much larger segment of less-confident HR leaders is either taking a wait-and-see approach or simply doing nothing.

The report, based on a survey of 1,200 HR leaders from around the globe, finds that just 40 percent of HR leaders say they have a digital-transformation plan in place. While 70 percent recognize the need for workforce transformation (with 42 percent agreeing that preparing the workforce for AI is one of HR’s biggest challenges in the next five years), only 37 percent are “very confident” about HR’s ability to transform.

For this story, we interviewed five current and former HR leaders to get their perspectives on what they’ve learned during their climb to the top and how the HR profession can best prepare for the future.

A Sustainable Talent Experience

The Fourth Industrial Revolution, a phrase popularized by German

economist and World Economic Forum founder Klaus Schwab, refers to the confluence of robotics, artificial intelligence and other technologies that will greatly alter the nature of how work gets done. Entirely new jobs will be created, while others will be significantly altered or go away altogether. This evolution of work presents a great opportunity for HR to demonstrate its value—so long as it’s up to the challenge, experts say.

This new way of getting work done will include up to eight different options—including outsourcing, contract/gig workers, AI, robotic-process automation and social robotics, says Jesuthasan.

“Social robotics” refers to robots that don’t merely sit on assembly lines but move throughout the workplace, he says. “Think of a robot that roams the aisles of a supermarket to ensure shelves are fully stocked.”

HR’s role will be ensuring that the person implementing automation understands how the work of others will be affected and that other employees fully understand the robot’s role and how their own work will change.

Yet, even more importantly, HR leaders must ensure that decisions on where, when and how to transform work—whether it is purchasing a robot or something else—take into account the likely impact on employees and the larger organization.

“We often see the tail wagging the dog—the business leader runs out and gets a robot without understanding that the consequences of this are huge,” says Jesuthasan.

The HRPS/Willis Towers Watson study will examine how companies of all sizes are positioning their talent and culture to compete in an increasingly digital world. It will also delve into the experience, knowledge, skills and behaviors HR executives will need to

help drive business strategy, and how HR can become the hub of a “larger ecosystem for work.”

“The only thing we know for sure is this will not be incremental change—we’re talking about transformational change,” says Jesuthasan. AI means that customer-facing roles—particularly in call centers—will eventually be automated, with clients having questions or concerns resolved by software. Humans will need to help program and monitor this new technology as it takes over the more routine aspects of their work while simultaneously preparing for roles that will utilize higher-level thinking.

HR itself can’t lose sight of the human touch, says Sue Quackenbush, CHRO of Vonage, a cloud communications provider.

“Every individual is ultimately going to want to make a connection to the business they work for, and those connections are built via the human touch, not AI,” she says.

Talk of the future is a compelling reminder to keep the “human” in human resources, says Mallen, who, in addition to being principal consultant at Execute to Win is also a podcaster and author of the blog *Rules Make Rebels*.

“The piece we can’t lose sight of is that humans are unique in the way we process information, emotionally connect and make decisions—that will always be the advantage we have over machine learning,” says Mallen. Humans are better at picking up on nonsequential patterns than machines are, and it’s these unique abilities that will continue to give them an edge when looking at data, she says.

A Conceptual Thinker and a Coach

Obviously, humans will remain integral to organizations—and creating an employee experience that attracts and retains the most talented humans will be paramount.

At New York University, CHRO Sabrina Ellis is turning to tech to create more “tailored” experiences for employees and job candidates.

For example, “when a new hire gets an offer letter and has questions about



Anna Tavis, academic director of the Human Capital Management program at New York University School of Professional Studies (left), and NYU CHRO Sabrina Ellis

DAVID NEFF

their first day, we want to put that information in their hand as quickly as possible,” she says.

“I think what excites me most about the future is how necessary we in HR will be,” says Keri Ohlrich, a former CHRO who’s now CEO of HR consulting firm Abbracci Group. The skill sets that help humans work side by side with robots will be an important knot for HR to untie, she says, as will helping to build high-functioning teams across different locations.

Susan Schmitt, CHRO of high-tech manufacturer Applied Materials, also sees the future as filled with possibilities for HR.

Schmitt, who serves on the board of directors of the HR Policy Association, says future CHROs will need to excel in four different areas: skills, knowledge, experience and information-processing capability. “Future CHROs in complex companies are going to require systems-level, conceptual-thinking ability,” she says.

Another crucial area is temperament, she says.

“Everyone has good days and bad days, but you need to carefully consider whether there are aspects of a person’s temperament that can derail them from this job,” says Schmitt, such as “being too passive, too arrogant, too aggressive, too needing people to like them. You have to have some capability to value relationships.”

There’s probably no one with the ideal temperament, she admits, yet it’s possible for organizations to define a set of requirements around an ideal temperament.

Finally, the person needs to be able to accept the demands and obligations of the CHRO role—which, these days, often involves serving as a coach to other leaders within the organization, says Schmitt.

“You’re going to have to deal with a lot of different executive-leadership dynamics and manage sensitive and delicate matters,” says Schmitt. “You

have to be fairly capable in navigating the landscape in doing no harm and creating positive outcomes.”

A “Personal Board of Directors”

Ellis says she would advise any HR professional looking to climb the corporate ladder “to pursue career development that speaks to data and analytics so that it can inform whichever initiatives they feel are important for their organization to pursue. It’s always helpful and appreciated whenever you have data to back up a plan.”

Another must-have, she adds, are project-management skills.

“So much of what we do in HR requires input from, and collaboration with, different units across the organization,” she says. The ability to successfully manage a project requires a specific skill set that is critically important and is something Ellis says she looks for when interviewing candidates for senior-level HR positions.

Education—including degrees and certifications that aren’t directly linked to HR—is also key.

“When you have an MBA in finance and you’ve worked in finance, you get well-grounded in how business works,” says Quackenbush, whose background includes both. An MBA can help you understand all facets of an organization, she says, which is critical for CHROs.

“Understanding how the business works—seeing the interdependencies of different functions, how product development and tech need to work hand in hand, how sales and marketing work—is so important,” says Quackenbush.

Learn how the business works early on, and how your role supports and enables the organization to execute its strategy, she adds.

Vonage started off as a business-to-consumer company offering phone calls over the internet and transformed to providing communications software to businesses. The process has included

Future-Proofing the HR Function

acquiring eight different companies over a period of five years and integrating them into the organization.

Since joining the company three years ago, Quackenbush has developed Vonage's employee-experience strategy along three pillars: culture, growth, and rewards and recognition.

"Our thesis is that every person wants to know about the company's culture, how they'll grow and how they'll be rewarded and recognized," she says, noting leadership aims to reference those three pillars in all employee communications.

For HR leaders, it's also key to develop a "personal board of directors,"

says Schmitt. "A career in corporate HR can be difficult, and when we're younger we expect our companies will provide us with mentoring, but sometimes that just doesn't happen."

Schmitt once had 10 different bosses within 10 years. "It was clear to me there was not going to be a focus on my development—I felt pretty alone."

Almost organically, however, she began creating a network of people whose advice and coaching she valued. "I think of it as a personal safety net I can call on," says Schmitt. "Don't wait for your company to assign you a mentor—go and ask people."

Walking the Talk

Ohlrich, co-author of the book *The Way of the HR Warrior*, makes no secret of the fact that she hates the way HR is often portrayed: "I get really ticked off that we get made fun of all the time, in the media and within the organization," she says. "It's BS! I've been around really good, smart HR people, and I don't appreciate the disrespect."

Yet she also concedes that there are some HR leaders who perpetuate the negative stereotype of rules-bound, innovation-stifling drones.

"I took over one HR team that the other people in the organization did not like," she says. "We had an off-site meeting and every single leader told me, 'We don't invite HR to meetings, they're horrible!'"

Ohlrich did a deep dive into why HR had such a negative reputation. One of the things she learned was that HR often didn't practice what it preached.

"A previous HR leader had told the marketing vice president she should remove several poor performers from her team—she ignored him and kept them on," she says. "She told me, 'He had two horrible people on his team, so why should he tell me to take care of my people when he set such a lousy example?'"

Always walk the talk, says Ohlrich. If people on your HR team are the inverse of how the organization wants employees to be, it will undermine HR's credibility, she says.

"A business leader wants someone who's going to think through things and not just say, 'The law says such and such,'" she says. "Sometimes you've got to say things like that, but mostly you need to help them think through the various options."

"One thing I've learned is that you cannot over-communicate," adds Quackenbush. This was especially critical as Vonage absorbed its eight acquisitions along with growing global leaders, breaking down silos and "creating a sense of urgency."

As a young HR professional, Ohlrich says, she had lots of great ideas—to improve recruiting or ramp up employee engagement—but the way she pitched those ideas ended up causing more discord.

Empathy and compassion are key, she cautions.

"Sometimes, people just aren't ready for what you're selling to them," says Ohlrich. "You need to meet people where they're at, and then try and push them a little."

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Analyst Dani Johnson discusses technology's role in transforming L&D.

The Next Chapter for Learning

Organizations are continuing to make meaningful investments in employee learning, according to the *2018 State of the Industry* report by the Association for Talent Development.

The research found that organizations spent \$1,296 per employee in 2017, up 1.7 percent from 2016, representing the sixth consecutive year that per-employee spending on learning has increased. Knowledge, skills and abilities of the workforce continue to be priorities for organizations today, the ATD reports.

More than half of all learning is still delivered face-to-face in a traditional classroom, the study found. But as is seemingly the case with pretty much every HR discipline, the study confirmed that technology is playing a significant role in all aspects of the learning experience.

At this year's HR Technology Conference in Las Vegas, Dani Johnson, a co-founder and principal analyst for RedThread Research, will conduct a breakout session on technology's role in transforming the learning landscape.

Johnson has spent the majority of her career writing about, conducting research in, and consulting on human-capital practices and technology. Before starting RedThread, she led the learning and career research practice at Bersin.

HRE Editor David Shadovitz recently spoke to Johnson about the state of learning today and what lies ahead. Excerpts of that conversation follow.

What has been the biggest development you saw occurring in the learning space over the past, say, 12 months?

One that strikes me as maybe the most impactful is the idea of ecosystems. I know we've been talking about ecosystems for years, but I think we're finally at the point where



organizations are accepting the idea of an ecosystem, and vendors are planning to be a part of an ecosystem. When I talk to the big platforms, they're not as much there, but almost every single-point solution that I talk to can tell me how they fit into an ecosystem and how to make use of their data in the larger organization. Most of them tell me that unprompted.

A Conference Board study recently suggested that CEOs are especially worried about whether their employees are going to have the skills to succeed with the evolving digital economy. In your opinion, are they correct in being concerned?



Dani Johnson

It's definitely a concern. I think the biggest problem they have is the way that they're thinking about their organizations.

They think about them still in terms of roles when they should be thinking about them in terms of skills and teams. There's better technology out there than there has ever been for understanding the skills in an organization. Right now, the biggest challenge is putting in place the processes and technologies that are needed to understand where the skills in the organization are, where the skills are that can be borrowed from outside the organization and how to combine ... the people who have those skills into teams, instead of looking for a unicorn.

Are there certain skills you think are going to be more visible or prominent in this environment?

There's a huge conversation going on right now about tech skills. Technology is moving so fast, the world is changing so rapidly, we don't know what skills are going to be needed. Obviously, there's more emphasis on soft skills, but I think it's a combination of soft skills and the

ability to learn, rather than the skills themselves, that will be important in the future.

Do you think HR departments are stepping up to the plate when it comes to addressing this issue?

I would love to say yes, but I really think that the vendors and the senior leadership of organizations are the ones that are calling this out more than anybody. A lot of the HR departments that we talk to are traditional in their ways of thinking. They still think of learning as a linear process, which we know is not the case. But I've seen some interesting things come out of vendors that empower the employee to learn. Vendors seem to be the ones out in front of this right now.

Are there any trends in the learning-delivery area that are particularly noteworthy?

I think there are a couple of really interesting things that are happening. AR/VR [augmented reality, virtual reality] has been around for a really

long time, but it now [is no longer cost-prohibitive]. We see it being used a lot for the traditional areas like safety, but we're also seeing it being used for diversity and inclusion, public speaking [and] any sort of thing that seems risky to the individual.

In the last five years, we've seen efforts [to make learning] a much better user experience. So, we went from a fairly common half-hour course five years ago to now breaking it up into smaller pieces and fitting it into the work itself. I think that's interesting, but what is even more interesting is this idea of actually giving users information. It's no longer just about giving them what I think they ought

to know, but it's about wrapping it into larger systems ... to make the entire system provide a much better experience.

Data and AI are allowing organizations to give information to their individuals in two ways. First, they're feeding them content that would be useful to them. But the other thing that we're seeing are organizations, and the tech vendors that support them, give those individuals information about themselves. In the past, information has always been kept at a higher level [and used to] make decisions about what needs to happen in [the] group, organization or company. We're

now seeing that information being funneled down to the individual about his or her own progress [and] with suggestions to help that individual better themselves.

It's sort of like having a virtual coach on the shoulder. We now have technology that can tell you how you can do things better, even down to soft skills.

In most areas of HR, AI, machine learning and the like are getting a lot of attention from the vendor community. Would you say that applies to learning, too?

I talk to a lot of vendors that say they're using machine learning or AI and they're not. In time, though, I

think they will have a huge effect on how we do things.

Forward-thinking organizations are saying, "OK, what we actually need to do is empower our front line to get what they need in order to help the company move in the right direction. So, how do we do that?" A lot of times, it means infusing things like AI or machine learning to not only give [employees] content that we have as an organization, but also connecting them with people who can answer questions, connect them with the outside world, connect them with content that we have no control over and connect them with data that can help them make better decisions about where they're going and what they're doing.

HR IN THE FLOW OF WORK

By Josh Bersin/Columnist



HR as the Marie Kondo of the Workforce

Despite steady GDP growth and company profitability, workforce productivity (output per hour worked) has been dragging for several years. Much of this can be attributed to the productivity

killers that are common to work today. We spend way too much time on emails, meetings, time-consuming processes and other work overhead—all of which gets in the way of doing actual work. Even agile, the latest fad in organizational design, is proving harder than expected.

With an economic slowdown possibly looming, taking on productivity is a golden opportunity for HR. The IT department buys and maintains technology, and the finance department sets budgets and goals, leaving day-to-day productivity practices to managers and business leaders. In most cases, managers are not experts in productivity and need help getting started.

Successful HR managers know how to make work better. They understand the importance of job design, skills and motivation, and they focus on employee engagement, which is directly related to productivity.

In fact, I am convinced productivity and engagement are two sides of the same coin. When you feel productive, you get things done. You're "in the zone" and engaged, happy and inspired. When you're stuck in unproductive meetings, inundated with emails or bogged down in a complicated business process, you feel frustrated at best, ready to quit at worst.

While technology is supposed to make our lives easier, it can also be part of the problem. The HR technology we buy today—from learning platforms to goal-managing systems to performance tools—is all designed to attract attention. Too often, it ends up taking people away from their jobs. Instead, we need to put "HR in the flow of work," which means making HR happen in an easy way—when and where employees need it. This is the new world HR professionals must lead.

Let me give you an example. A large insurance company was rolling out a series of new products, and the change and enablement team found the project slipping. New pricing and offerings were stalled,

employees couldn't keep up and the business leaders were frustrated. The company's HR team did an analysis to determine where people were spending their time. They found dozens of processes where people spent inordinate amounts of time filling out forms, validating results and checking their work, even as managers kept asking for more information. Overall, there was a lack of empowerment and trust and, as a result, a lack of productivity and employee engagement.

When the HR team showed business leaders how many hours were being wasted, they were shocked. They immediately took a timeout to simplify the rollout and agreed to stop micro-managing all decisions. Clearly, there were also trust and cultural issues at stake but, by bringing them up in the context of productivity, HR became the hero.

There are hundreds of opportunities for HR to add value by helping increase productivity. How much time does it take a salesperson to enter a lead? What is the process for pricing a proposal? How many people are required to sign off on an expenditure or change order? What is the process for quality checking a new manufacturing fix? The list goes on and on.

In the world of always-on work, HR needs to be the "organizational Marie Kondo" and unclutter the workplace wherever we can—by renewing focus on the essentials, using tools like design thinking and behavioral economics, and simplifying business processes so they get out of employees' way.

Somebody's got to be the czar of productivity, and who better to take this on than the HR team? This is a role that builds on our strengths and adds real, almost immediate value to the business. I'll talk more about this topic in my presentation at the upcoming HR Technology Conference, from Oct. 1 through Oct. 4 in Las Vegas. I hope to see you there!

Josh Bersin is an analyst, author, educator and thought leader focusing on the global talent market and the challenges and trends impacting business workforces around the world. Send questions or comments to hreletters@lrp.com.

What advice would you give an HR leader who's evaluating vendors in the learning and development arena? What kind of questions should they be asking these vendors before they pull the trigger on purchasing a new solution?

I think there are a couple of really key questions they should be asking themselves. The first one is: How likely is this vendor to be on the ... leading edge of what's going on in the space? The way that you know that is by [the investment they're making in] their technology.

The second one is: How well do they collaborate? One of the things that I've started to hear more and more is, "We have a really great customer-success team. We work with you to get exactly what you need out of the tool." How willing are they to act as an extended team to your team to help you consider things that you've never considered before? Are they just going to help you execute what you already know you want to do?

Then the third one is: Can they explain how they fit in the larger tech ecosystem? I think this one is becoming more and more important. Can they clearly articulate how they play with others and who they are actually playing with? Do they fulfill needs that others in the tech ecosystem don't fulfill?

You spend a lot of time speaking to vendors. So, how equipped are they at answering that third question?

I'd say about 60 percent of them can clearly answer it, and about 30 percent of them tell me without even being prompted, which is pretty remarkable.

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

The HR Technology Conference & Exposition® will be held Oct. 1 through Oct. 4 at the Venetian in Las Vegas. For more information, go to www.hrtechnologyconference.com/.

2019 Top 100 HR Tech Influencers



Below is the inaugural edition of the Top 100 HR Tech Influencers, compiled by the *Human Resource Executive*® and HR Technology Conference team. The list features 100 individuals who are influencing the state and future direction of HR technology. It includes chief HR officers; HR-technology industry analysts; product leaders at the largest HR-technology providers; consultants, advisors and systems integrators; and media professionals. For more information on those who have made the list, visit <http://hr executive.com/top-100/>.

Name	Title	Company
Jeanne Achille	Founder and CEO	The Devon Group
Al Adamsen	Founder and CEO	Talent Strategy Institute
Gretchen Alarcon	Group Vice President, Human Capital Management Strategy	Oracle
Matt Alder	Talent Acquisition and Innovation Consultant	MetaShift
Cecile Alper-Leroux	Vice President of Human Capital Management Innovation	Ultimate Software
Jason Averbook	Co-founder and CEO	Leapgen
Derek Belch	Founder and CEO	STRIVR
Jen Benz	Senior Vice President, Communications Leader	Segal Benz
Doug Berg	Chief Zapper	ZAPinfo
Josh Bersin	Advisor	Deloitte Consulting LLP
Deepak Bharadwaj	Vice President and General Manager, HR Business Unit	ServiceNow
Laszlo Bock	CEO	Humu
Steve Boese	Co-founder and HR Tech Conference Co-chair	H3 HR Advisors Inc.
Lorna Borenstein	Founder and CEO	Grokker
John Boudreau	Professor of Management and Organization	Marshall School of Business at University of Southern California
Sarah Brennan	Founder, Principal	Accelir Insights
Linda Brenner	Managing Director and Founder	Talent Growth Advisors
Ben Brooks	Founder and CEO	Pilot Inc.
Marcus Buckingham	Head of Research, People and Performance	ADP Research Institute
Ram Charan	Business advisor, author and speaker	
Jackye Clayton	Director of Success	HiringSolved
Gerry Crispin	Principal and Co-founder	CareerXroads
Mervyn Dinnen	Freelance Content Creator and Social Engagement Consultant	Two Heads Consulting
Stacy Donovan Zapor	Founder	Tenfold The Talent Agency
David D'Souza	Director of Membership	CIPD
Kris Dunn	Chief Human Resources Officer	Kinetix
Marc Effron	President	The Talent Strategy Group
Ben Eubanks	Principal Analyst	Lighthouse Research & Advisory
Jonathan Ferrar	Founder and CEO	Ochre Rock Ltd
Chris Forman	Founder and CEO	Appcast
Stacia Garr	Co-founder and Principal Analyst	RedThread Research
Diane Gherson	Chief Human Resource Officer	IBM
Peter Gold	Founder	Storifyd
Adam Grant	Professor of Psychology	The Wharton School, The University of Pennsylvania
David Green	Founder and CEO	Zandel
Boris Groysberg	Professor of Business Administration	Harvard Business School
Elvis Ha	Director of Product Management	Cornerstone OnDemand
Laura Hamill	Chief People Officer and Chief Science Officer of the Limeade Institute	Limeade
Ron Hanscome	Vice President, Analyst	Gartner
Stacey Harris	Vice President of Research and Analytics	Sierra-Cedar Inc.
Lance Haun	Practice Director	Starr Conspiracy
Chris Havrilla	Vice President of HR Technology and Solution Provider Research	Bersin, Deloitte Consulting LLP
Emily He	Senior Vice President of Human Capital Management, Cloud Business Group	Oracle
Carmen Hudson	Principal Consultant	Recruiting Toolbox
Jon Ingham	Consultant and author	
Ravin Jesuthasan	Managing Director	Willis Towers Watson
Katherine Jones	Independent Analyst	
Katrina Kibben	CEO and Co-founder	Three Ears Media
Michael Krupa	Senior Director of Digitization and Business Intelligence	Cisco
Rajiv Kumar	Chief Medical Officer and President	Virgin Pulse
Bill Kutik	Host and Managing Editor	Firing Line with Bill Kutik®
Kyle Lagunas	Research Manager	IDC
George LaRocque	Principal Analyst and Founder, HRWins	LaRocque Inc.

Name	Title	Company
Madeline Laurano	Co-founder and Chief Research Officer	Aptitude Research Partners
Jason Lauritsen	Keynote speaker, author and consultant	
Leighanne Levensaler	Senior Vice President of Corporate Strategy, and Managing Director and Co-Head, Workday Ventures	Workday
Melanie Lougee	Vice President, Analyst	Gartner
David Ludlow	Group Vice President, Product Management	SAP SuccessFactors
Trish McFarlane	CEO and Principal Analyst	H3 HR Advisors Inc.
Rebecca McKenna	Vice President of Global Events and HRE's Publisher	LRP Media Group
Jeanne Meister	Founding Partner	Future Workplace
Pat Milligan	Senior Partner and Global Leader of When Women Thrive and Multinational Client Group	Mercer
Michael Moon	Director of People Insights	ADP
Sarah Morgan	Senior Director of Human Resources	SafeStreets USA
Holger Mueller	Vice President and Principal Analyst	Constellation Research Inc.
Elaine Orler	Founder and CEO	Talent Function
David Ossip	Chairman and CEO	Ceridian
Jenny Payne	Manager of Talent Management and Engagement	Tops Markets
Frida Polli	CEO and Co-founder	pymetrics
Joey Price	CEO	Jumpstart: HR
Adam Rogers	Chief Technology Officer and Senior Vice President of Product Development	Ultimate Software
Tim Sackett	President	HRU Technical Resources
Eva Sage-Gavin	Senior Managing Director, Accenture Strategy Talent and Organization	Accenture
Robin Schooling	Head of People	Strio Consulting
Jonathan Sears	Principal, People Advisory Services	Ernst & Young LLP
Dan Shapero	Vice President of Global Solutions	LinkedIn
Ellyn Shook	Chief Leadership and Human Resources Officer	Accenture
Al Smith	Chief Technology Officer	iCIMS
Brian Sommer	Founder and President	TechVentive Inc.
Andy Spence	HR Transformation Director	Glass Bead Consulting
Erin Spencer	Senior Research Analyst	Bersin, Deloitte Consulting LLP
Dan Staley	Global HR Technology Leader, Oracle HCM Cloud	PwC
Shally Steckerl	Founder and President	The Sourcing Institute
Mark Stelzner	Founder and Managing Principal	Inflexion Advisors LLC
Lisa Sterling	Chief People and Culture Officer	Ceridian
Jill Strange	Vice President of HCM Science Applications	Infor
Jim Stroud	Vice President, Product Evangelist, North America	ClickIQ
John Sumser	Founder, Principal Author and Editor-in-Chief	HRExaminer
Mara Swan	Executive Vice President of Global Strategy and Talent	ManpowerGroup
Jerome Ternynck	Founder and CEO	SmartRecruiters
Perry Timms	Founder and Chief Energy Officer	PTHR
Dave Ulrich	Co-founder and University of Michigan Professor	The RBL Group
Erica Volini	U.S. Human Capital Leader	Deloitte Consulting LLP
Pat Wadors	Chief Talent Officer	ServiceNow
Phil Wainwright	Co-founder	Diginomica
Ray Wang	Principal Analyst and Founder	Constellation Research Inc.
Don Weinstein	Corporate Vice President, Global Product and Technology	ADP
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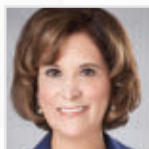
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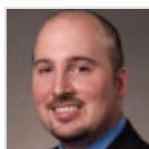
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Tools to Take Recruiting to New Heights

Recruiting expert Carmen Hudson put the spotlight on standout recruiting technologies at Recruiting Trends & Talent Tech LIVE!

BY ANDREW R. McILVAINE

As a former recruiter for Amazon, Yahoo! and Starbucks, Carmen Hudson was one of the early adopters of using the web to find and connect with potential job candidates. These days, as a principal at consulting firm Recruiting Toolbox, she enjoys evaluating the very latest sourcing and recruiting tools and training recruiters and hiring managers on how to find best-fit candidates for their open positions.

"I consider myself a nerd—I love technology," she said during her Recruiting Trends & Talent Tech LIVE! closing presentation, titled "A Few of My Favorite Things." The conference drew about 700 professionals from HR and talent-acquisition communities to Las Vegas in February.

Recruiters and TA leaders can be forgiven for feeling a bit overwhelmed at the moment, said Hudson.

"Josh Bersin estimates there are about 1,400 different recruiting-technology products out there—based on my own experience, I'd put that number even higher," she said. "I just feel like there are too many. And if you're leading a team, you might feel like you're falling behind."

Citing futurist Kevin Kelly, author of the seminal book *The New Rules for the New Economy* and the more recently published *The Inevitable*, Hudson said technology is outpacing our ability to keep up with and understand it. "We're in a constant state of learning," she said.

Hudson, who posts summaries of the latest recruitment technologies on her website (recruiterhunt.com), devoted the bulk of her session to discussing some of the new recruiting-tech tools she's most impressed with.

"There's just so much cool stuff out there," she said, noting that the sheer amount of data, combined with enormous advances in processing power, have helped enable the widespread availability of tools that utilize algorithms and machine

learning—commonly referred to as AI.

What follows is a summary of Hudson's favorite new recruiting technologies:

SwoopTalent:

"This platform extracts all talent-acquisition data from your systems, centralizes it into a database and then spits out the reports you need. It lets you mine your ATS data for candidates."

Eightfold: "This is a 'talent-intelligence platform' that pulls in your internal data—for internal mobility—and combines that with external data on candidates to help you identify the best

candidates for your open positions. It also does blind screening to reduce bias."

Engage Talent: "This vendor describes its tool as 'candidate identification and engagement.' It will do some sourcing for you, but what's really cool is that it monitors companies and passive candidates who may be 'recruitable.' If a certain company is having financial trouble, for example, it analyzes for you the employees within that company who may be recruitable."

Restless Bandit: "It goes out and discovers candidates. What's really cool is that it can rediscover and retarget candidates within your ATS, reengaging them about positions at your company they're well suited for."

Hi-Q-Labs: "It analyzes 'flight risks' within your company, which, I admit, sounds a little creepy. It also discovers hidden skills within your organization—internal talent who may be ideal for other careers within the company. I think it's really cool, maybe slightly invasive."



Reimbi: "This offers 'amazing expense reimbursement' for candidates who have to travel for interviews. It lets you get candidate expense reports back almost immediately."

ConveyIQ: "It captures candidate feedback information from hiring managers. It offers automated group scheduling."

GoodTime: "It's a 'candidate-driven scheduling tool.' It also collects interviewer data."

Paradox/Olivia: "It's a 'personal recruiting assistant' that helps you schedule interviews. And the natural-language function is pretty cool."

Wade and Wendy: "It vets candidates and also serves as a personalized career advisor for job seekers. It delivers job opportunities to candidates and uses natural language to interface with them really well."

Jane.ai: "It offers a 'pre-hire assessment immersive experience' using real-life simulations. If you're allowing bots to make assessments for you, you get to double-down on validating those."

MapRecruit: "This really tries to replace the recruiter. It communicates with candidates using speech recognition. It will do automated phone interviews for you and then summarize those communications. It uses sentiment analysis. It's a little bit involved and ambitious, and I don't know anyone who's currently using this, but I can't wait to find out who is and learn more about how they're using it."

Blendoor: "It describes its mission as 'diversity on purpose.' It anonymizes resumes to remove bias from the recruiting process. If you feel you have to turn to tools like these, then there may be deeper issues within your organization. But if you do, resume anonymizers like this can be really helpful."

TalVista: "It's a multifunction platform that helps you anonymize your profiles to ensure that you're focused on job skills while recruiting to prevent bias from interfering with the process. It helps you create structured interviews that focus on candidates' skills, not their personal backgrounds."

Atipica: “This is an ‘inclusive recruiting platform’ that will mine your ATS data to find diverse candidates, using things like ZIP codes [and] schools attended, to identify them. I’m honestly not so sure about the legality of the process—it seems like a gray area. But it’s very interesting.”

ThriveMap: “It ‘objectively measures culture fit.’ I’m a little wary of behavior-based assessments because I think they’re a little biased. But some of these tools are really interesting. This one measures and compares candidates’ work styles, things like whether they’re an early riser and so on.”

Recurrence: “They call this ‘gamulation.’ These are long-form work simulations; it’s ‘gaming AI’ that can be customized to your organization. It puts candidates into virtual-reality situations. T-Mobile is using this, collecting tons of data on how people behave within their organization. It’s a little creepy but really fascinating, too.”

GR8 People: “Bills itself as ‘recruit like a marketer.’ This is a CRM that will do outreach for you and help you create marketing campaigns.”

Piloting a New Era at American Airlines

BY ANDREW R. McILVAINE

When Robert Daugherty joined American Airlines as its director of global talent acquisition in 2014, the airline giant was trying to put more than a decade of misery behind it. Two of the four airliners hijacked by terrorists on Sept. 11 were operated by American. The event itself dealt a devastating blow to the commercial-aviation industry; just as it was recovering, the financial crisis of 2008 hit. Bankruptcy and massive layoffs soon followed and, for a time, American was even delisted from the New York Stock Exchange.

The state of the airline’s talent-acquisition infrastructure was also in dire shape. American had done little to no hiring during the past 12 years. Having recently merged with US Airways, it also had to weave together disparate systems and recruitment processes.

“The technology was a mess; we had two of everything after the merger, and none of these systems could talk to each other,” said Daugherty, who spoke on the opening day of RTTT LIVE! about his mission to help American Airlines’ recruiters become talent advisors.

Complicating matters further, American had outsourced much of its HR processes; its recruiters functioned primarily as vendor managers. Meanwhile, their counterparts on the US Airways side were full-lifecycle recruiters. Established processes often seemed to make little sense. For example, American’s policy was to post job openings for seven days only and use the applicants who’d responded during that time period as the candidate pool—if hiring managers weren’t

Recruiters Are the Most Satisfied Workers in the U.S.

Although recruiters are shouldering a greater workload than ever trying to find talented candidates in a tight labor market, they’re nonetheless very satisfied with their jobs. That’s according to Glassdoor’s latest *Jobs with the Highest Satisfaction in the U.S.* report.

Recruiting manager is ranked No. 1 on the list, with a job-satisfaction score of 4.6 and a median base salary of \$70,000. That’s followed by dental hygienist at No. 2, with a satisfaction score of 4.5 and a median base salary of \$67,250.

Job satisfaction doesn’t necessarily correlate with a high salary, the research finds. Only two jobs in the top 10 list base median salaries with six figures, while No. 5 on the list, marketing assistant, has a median base salary of \$34,000.

On the whole, however, most of the positions on Glassdoor’s list pay decently.

“We’ve found that job satisfaction doesn’t have to come at a financial cost—the majority of these positions pay well above the U.S. median base pay,” says Glassdoor Economic Research Analyst Amanda Stansell.

Glassdoor compiled the list based on data from U.S.-based employees. For a job title to be considered for this year’s list, it must have received at least 100 salary reports and at least 100 satisfaction ratings. The report does not include C-suite and intern-level jobs.

—Andrew R. McIlvaine

satisfied with the quality, the jobs would be reposted again for another seven-day period. And basic information—such as the number of job openings the company had at any one time—was difficult to impossible to get.

“It was complete chaos—I felt like my head was exploding,” Daugherty quipped.

After discussing his predicament with consultant Elaine Orlor (the program chair for RTTT LIVE!), Daugherty outlined a plan for American’s TA department that envisioned recruiters serving as talent advisors to hiring managers and delivering a superior candidate experience. Change was badly needed: Recruiters at the company traditionally did little screening, burdening hiring managers with hundreds of candidates to sort through in some cases.

“Our new delivery model would be scalable, flexible and agile,” he said.

Creating a vision is one thing, but implementing it is another, and Daugherty’s experience was no exception, as the process required a mindset shift among recruiters and hiring managers, he said.

Daugherty credited a thorough change-management strategy with helping to smooth the transition. This included showing a video based on the bestselling business book *Who Moved My Cheese?* to underline the importance of embracing change.

Another winning strategy? Being a good listener.

“I’m not always the most patient person, but I’ve really worked hard on that and also listened carefully to our team—and many of them had really good ideas,” he said.

Daugherty also helped update American’s tech with a new cloud-based platform from SAP SuccessFactors and elected not to migrate old candidate data to the new system in order to save time and minimize complexity.

The initiative has borne results: On a 10-point scale, hiring-manager satisfaction has gone from 3.7 to 7.8, while new-hire satisfaction has gone from 4.8 to 8.2.

However, Daugherty isn’t done yet. “We’re now in the process of implementing ‘Talent Advisor 2.0,’” he said.

This will entail helping American’s talent advisors make better use of data to, for example, help set hiring-manager expectations for how long it may take to fill a certain position based on labor-market demand for such talent. It will also include changes to how American assesses candidates and the introduction of new tech products that will help the airline bring in more diverse talent.

Daugherty closed his presentation by urging his listeners to “find the pain—understand and define what different constituencies are dealing with.” He also urged them to be “persistent, patient and prompt” and to never underestimate the importance of change management.

“It’s essential—lack of buy-in will sink your project,” he said.

5 Ways to Revolutionize Talent Acquisition

BY JEN COLLETTA

The world’s largest chemical company recently overhauled its talent-acquisition function—a transformation that has paid off in spades.

BASF Corp.’s TA team members Kate Burk and Tony Lioi led a session at RTTT LIVE! about the company’s work to shift its TA approach from reactive to proactive, to position the function as a strategic partner.

Beginning in 2016, BASF developed a five-pronged strategy to promote collaboration among its TA teams—which are segmented by exempt and non-exempt, executive, contingent

labor and university recruiting. The strategy included:

1. Understand your case for change and get ahead of the pace over time.
2. Focus your vision on your critical few areas to drive impact.
3. Differentiate your strategies based on business need.
4. Build and showcase strategic capability of the team.
5. Deliver impact through innovation and acceleration.

This model sought to enable BASF to manage rapid changes in the TA sphere: innovations in technology, the expansion of the global market and the evolution of candidate expectations. “The center of all of these changes is talent acquisition,” Burk said.

The company moved from a coordinator-recruiter-team lead model to three unique positions that work in tandem: recruitment relationship manager, talent acquisition advisor and outsourced candidate care. It automated many TA processes, including social-media job postings, in order to alleviate administrative burdens and free TA professionals up to provide more consultative work.

“Historically, the business asks and talent acquisition does,” Burk said. “Now, the business identifies a need and partners with TA to focus on a specific area for change, with TA providing a consultative voice.”

BASF also instituted impact-based hiring, in which its TA staff was trained to understand talent gaps and needs and then assess candidates holistically—moving away from an emphasis on education and work experience to a fuller evaluation of a candidate’s unique skills and life experiences. Along those lines, BASF does not include a “job requirement” section in any of its open listings, focusing instead on outcomes.


When it comes to outcomes of the transformation, Lioi and Burk said hiring managers have consistently delivered positive feedback on surveys, particularly that they appreciate the flexibility and potential for partnerships that the new approach allows. Hiring managers have seen a dip in the ratio of candidates supplied to candidates interviewed from 12-to-1 to 8-1, a metric Burk predicted will continue to fall—as will the time to accept, which dropped seven days for client-facing groups between 2017 and 2018. The company has also picked up a number of awards, including several diversity-focused honors that cited it as a best place to work for LGBT employees, veterans and working parents.

“The focus used to be on pursuing candidates for an open job,” Burk said about the TA transformation, “and that’s shifted into this multifaceted, very strategic function that integrates itself into the business.”

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

Adam Rogers, Chief Technology Officer, Ultimate Software

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WORDS OF AUTHORITY

Steve Rozillis, Lead Marketing Manager, Panopto

5 Reasons You Shouldn't Rely On Your LMS to Manage Your Company's Videos

A learning-management system is a critical part of any organization's learning and development program, and a key part of enabling e-learning at scale. But your LMS can't do it all—particularly when it comes to supporting the increasingly important role of video in your learning environment.

Without comprehensive support for video, your organization won't be able to tap into the full potential of e-learning. To see why, let's look into five areas where most LMS solutions aren't designed to manage video, and see how adding a complementary video CMS can help you achieve better learning outcomes.

1: Your LMS Can't Manage and Deliver Large Video Files.

Even a short video creates a large file. A seven- to 10-minute "how-to" video will likely exceed the 500MB default file size limit of most LMS. Videos of 30- to 60-minute presentations, including most instructor-led training and company town-hall events, almost always surpass the 2GB absolute maximum file size common to those systems.

Modern video CMS solutions provide far greater storage capacity for video files, ensuring that even massive multi-gigabyte files will easily upload into your video library and stream efficiently over your network.

2: Your LMS Can't Solve For Video File Incompatibility.

Even today, not every video can be played on every device. Flash videos, for instance, famously cannot be played on Apple's iPhone and iPad devices. That means you're stuck paying specialists to convert and reprocess every video your organization produces or leaving your videos inaccessible to employees who don't have a compatible device.

Today's video-content-management systems can accept a range of video and audio file types and can automatically convert them

to be viewed on any device and connection quality.

3: Your LMS Can't Search The Actual Contents Of Your Videos.

No LMS currently on the market can search the actual content of a video—the words spoken or shown on screen. Most are limited to searching manually added metadata like title and description tags. Without an easy way for your employees to parse the information you're presenting, it's difficult to rely on video as a learning resource.

Today's video platforms, however, can index every word spoken, every word shown on screen and every word included in your presentation slides, for every video across your entire library—then enable your team to instantly fast-forward to the exact moments they are searching for.

4: Your LMS Doesn't Provide Detailed Video Analytics.

One feature that helped the LMS become an essential part of organizational learning and development was the ability to report on learner activities and performance. Today, those analytics capabilities have become robust for nearly every content type an LMS might manage—except video, where your LMS likely can't tell you much more than whether or not someone clicked "play."

A video platform helps you understand how your people are interacting with your video resources. Using single sign-on from your LMS or identity-management system, you'll be able to see which videos your team members have watched—and not only if they clicked play, but whether they watched the video in full or stopped short.

5: Your LMS Can't Make Your Videos Interactive.



People learn more and retain details better when they are challenged to actively participate in educational content, rather than passively consume it. For the most part, your LMS does a fantastic job of enabling interactivity in your e-learning content—except when it comes to video, where your best hope is to create interactive elements outside the recording and require participants to work through both activities separately.

A video platform makes building interactivity into your video e-learning content much easier. Modern video-content-management systems can include native support for in-video quizzing and may allow you to embed other web-based forms, tests and interactive features directly in your videos.

In the past decade, video platforms and learning-management systems have each enabled learning and development teams to scale activities, present more information, drive down costs and help staff become more skilled, savvy and productive.

Today, however, many organizations haven't done enough to leverage the value of both these technologies—allowing their LMS to fall short on delivering the full potential value of e-learning. Together, a video CMS and an LMS can help your organization get the most out of your training materials—and continue to scale and enhance the value they deliver in the future.





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WORDS OF AUTHORITY

From the Guardian Life Insurance Company of America

Tuition Repayment as the Key to Attracting Talent



WHITE
PAPERS

It's no surprise that, with America's student-loan debt reaching a staggering \$1.5 trillion, according to the U.S. Federal Reserve—doubling in the past decade—financial-related stress is also soaring.

Seven in 10 working adults with college debt rate their finances as the major source of their stress, compared to four in 10 of those with no college debt, according to Guardian's 2019 6th Annual Workplace-Benefits Study: *College Debt in America*.

The millennial generation has taken the hardest hit, with many putting their lives on hold while they pay off their loans. Among millennials who have not yet purchased a house, for example, more than 80 percent blame their college loans.

The classic American dream of owning a suburban picket-fenced home may be just that—a dream.

"I can remember wanting [to own a home] since I was 6 or 7," Michael McHale recently told NPR's *All Things Considered*. Instead, McHale and his wife rent in Danbury, Conn., more than an hour's drive from where he teaches in New York, and are trapped by their monthly \$1,200 combined student-loan bills.

"It seems like there's a debt spiral or something ... For us, that started with student loans—that was our first debt," he said.

With a clear student-loan-debt crisis, according to publications such as *Bloomberg*, it's no wonder that home ownership is at a three-decade low.

And while millennials get the headlines, there is another demographic that is taking on even more debt: baby boomers, who have experienced a 72 percent increase in college debt.

Why?

"Baby boomer parents, in trying to fulfill their children's dreams of a college education, have too often tapped their retirement savings, drained emergency funds and stretched the limits of their own financial resources," wrote the authors of Guardian's study.

And with student-loan debt growing across each generation in the past five

years, there's an urgent need for help.

That's where employers can help provide a solution.

With dreams deferred and workforce wellbeing impacted by student debt, employers are exploring how they can offer benefits that enhance financial wellness and reduce their employees' stress.

"There is a growing interest among employers to differentiate themselves to attract and retain younger talent, and this workplace benefit can help make a positive difference in improving financial wellness among employees," says Marc Costantini, executive vice president of commercial and government markets at Guardian.

College-savings and debt-related benefits are becoming a valuable way to attract young talent.

"Student-loan assistance is the top benefit being talked about at job and recruiting fairs," said Erin Smith, vice president of Total Rewards Options Clearing Corp., in a recent CNBC interview.

Guardian's study also highlights how popular these workplace benefits are, with eight in 10 millennials interested in having access to a student-loan-repayment plan through work, and most employers saying that improving financial wellness is a top benefits objective.

Yet, less than 10 percent of all workers have access to college-savings or debt-related benefits plans through their employer.

With such a clear demand, however, employers are renewing their focus on rolling out a diverse number of benefits to help employees either pay down college debt or help save, such as student-loan-repayment plans, college-tuition rewards, debt-management resources and access to financial professionals.

For employers, the study recommends three methods for debt relief.

The first is *student-loan-repayment plans*. A growing number of employers



are offering student-loan-assistance plans. Eventually, with passage of more favorable tax laws, employers could tie a student-loan-repayment plan to their 401(k) and allow workers with college debt to redirect contributions to help them pay down their loans.

Second are *college-tuition rewards*. Employees are finding much-needed relief through their college-savings plans at work. For example, Guardian offers a College Tuition Benefit* through which members enrolled in a Guardian plan can earn \$2,000 in annual tuition rewards that can be used at nearly 400 institutions. The annual rewards can be transferred to eligible relatives, a huge benefit considering seven in 10 parents say they plan to use some of their retirement savings and investments to pay for their children's college education, according to Guardian's study.

And third are *debt-management resources*. Many employers offer access to third-party debt-management firms with options such as guidance on loan consolidation, income-driven repayment plans and loan forgiveness that can ease the burden of student loans.

For employees and their families, tuition and loan-repayment benefits can go a long way toward easing their minds and helping to secure a stronger financial future—and make their employers stand out.

"Student-loan-repayment benefits are as meaningful to recent graduates as a 401(k)," said Meera Oliva, chief marketing officer of Gradifi, in a May 2018 CNBC interview.

Unless otherwise noted, all information is from the 6th Annual Workplace-Benefits Study: *College Debt in America*.

* The Tuition Rewards program is provided by SAGE CTB, LLC. Guardian does not provide any services related to this program. SAGE CTB, LLC is not a subsidiary or an affiliate of Guardian. Guardian reserves the right to discontinue the College Tuition Benefit program at any time without notice. The College Tuition Benefit is not an insurance benefit and may not be available in all states. The Guardian Life Insurance Company of America, New York, NY.

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WORDS OF AUTHORITY

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Chatbots: Boosting HR Performance, Productivity and Outcomes

Artificial intelligence (AI) is on the front lines of business, predicting what internal and external customers want, discovering how to serve them with more rewarding and personalized experiences, and aiding employees on a variety of tasks. With an expected growth of AI applications from \$644 million in 2016 to \$37 billion by 2025¹, incorporating AI applications into everyday business is on the rise and driving companies around the globe to reinvent how they operate.

HR has the opportunity to play a pivotal role in the adoption of AI and stands to benefit immensely from adopting this technology. The human resources function interacts with each and every employee within an organization, driving a huge volume of transactions while simultaneously striving to create a more personalized, consumer-based experience at work. Not only is HR poised to lead a strategic approach to AI within the larger organization, but there is also an opportunity for HR to transform itself and realize value by incorporating this technology into its daily operations.

Working with Bots

Today, one of the most visible and usable AI applications is conversational agents, or chatbots. Chatbots provide HR leaders with a strong opportunity to offload administrative tasks and shift process-centric work to their robotic friends.

Conversational agents are already being used to streamline and enhance operations, assist teams and deliver information to automate day-to-day tasks, freeing up HR to focus on adding strategic value to the business. Imagine your organization using a learning agent in your HR-service center or talent-acquisition function to act as the front line to employee questions, addressing rules-based inquiries and processing tasks automatically. Technology has made this a reality, and shifting the burden of administration gives HR an opportunity to shift its focus to the

variety of workforce challenges taking place.

AI has disrupted the traditional way that work is being performed, forcing organizations to think outside the box and reinvent how they plan for their future workforce. In our experience, an agile organization requires a flexible workforce—continually reconfiguring jobs, retraining workers and redeploying them into new roles, where they will work alongside intelligent automation. The CHRO is the steward of these changes, translating business strategy into the talent, skill and technology mix best suited for the organization.

The process of “workforce shaping” necessitates constant role reinvention, and HR is tasked as a leader within and outside of the organization. HR can start by visualizing future scenarios and deciphering capabilities they will need to integrate AI and how to secure them. Shifting administrative tasks to bots allows HR employees to take on more meaningful work, maximizing retention and productivity, and thereby “shaping work.”

Bots have the potential to observe and capture team interactions, accumulating important institutional knowledge. As a bot learns a group’s patterns and activities, it becomes a virtual member of an HR team with a photographic memory of past discussions, action items, tasks and reminders.

Untapped Potential in Making Decisions

Increasingly, HR decisions can be supported by artificial intelligence, enabling CHROs to move beyond describing and diagnosing issues to foreseeing and taking action on future scenarios. Conversational agents can provide on-demand information and guidance, alleviating the need to scale response teams to address the increased demand for company data.

As a portal for vast amounts of information, bots enable faster ramp-up and repurposing of resources between areas, reducing retraining. In



using bot-generated analytics, HR can determine what really works in people management, while challenging assertions, beliefs, fads and personal prejudices. HR will be positioned as the strategic guiding force of which metrics matter. They will drive what to measure and analyze and determine which questions to ask to turn the generated analytics into useable information. Today, technology can tell us why an employee left the company; tomorrow’s systems will predict who will leave and prescribe strategies to keep them.

Be the Voice

HR leaders are in a unique position to lead the business conversation on how the world of work is taking shape in the 21st century. It requires a comprehensive knowledge of digital technology, a myriad of complex people challenges and augmentation of human capability with artificial intelligence.

AI provides both challenges and opportunities for the HR function. HR must first transform itself to exploit the full potential of integrated workforces and the new division of labor associated with AI chatbots. In rising to that challenge, HR leaders are in a position to secure a strategic role for their functions and drive competitive advantage for their organizations.

¹ Tractica Artificial Intelligence Market Forecasts, August 2016



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WORDS OF AUTHORITY

Leah Machado, Senior Director of HR Services, Paychex

Managing the Challenge of Finding and Keeping Quality Employees

One of the biggest challenges facing businesses is finding candidates with the right skill sets to meet employers' needs in today's tight labor market. The *March 2019 Paychex Business Sentiment Report* shows business owners' optimism in their ability to fill open positions with qualified candidates today is down 8 points to 43/100 since the last report in October 2018 (based on a scale of 1-100, with 1 representing the highest level of pessimism and 100 representing the peak of optimism). HR leaders need to pull every lever they can to attract and keep talent—and their approach to benefits, talent management and HR technology plays a critical role.

Positioning Benefits as a Competitive Differentiator

Employees' expectations are shifting around the types of benefits they're offered and how they manage those benefit elections. More traditional benefits like medical healthcare and retirement plans are no longer nice-to-haves—many employees expect these benefits as part of their total compensation, no matter where they work. To help differentiate themselves further in today's hyper-competitive job market, employers and HR managers may want to consider non-traditional benefits alongside those more common offerings. Non-traditional (or voluntary) benefits may include: flexible scheduling, career-development programs, student-loan repayment, discounted gym memberships, counseling services and identity-theft protection.

Equally important to the type of benefits businesses offer in today's tight labor market is having a benefits-management process in place that drives efficiency, education and productivity, as many employees struggle to understand certain aspects of enrollment and participation. A recent Paychex survey of U.S. employees found they are split on the most complicated aspect of making annual benefit elections: 29 percent say it's keeping

up with plan changes, 28 percent say it's trying to predict personal and family needs and 28 percent say it's evaluating all of the providers and plan options. Benefits management is most critical during periods of open enrollment and life events, but the landscape remains ever-changing and complex for all involved. Leveraging the right technology and service provider can streamline the process, eliminate stacks of paperwork and offer transparency in a process that many find to be extremely complicated. All of this can add up to less time HR and employees spend checking a box and more time on valuable activities that impact the bottom line of the business.

Winning with Modern Talent Management

While there are some HR tasks that are best kept for HR managers to tackle, there are others that employees can—and many prefer to—handle themselves. The latter generally includes administrative changes such as making address and life-event updates, filling out tax forms, tracking time and managing retirement elections, to name a few. According to a Paychex survey, 71 percent of employees agree that they expect employers today to provide them with a high level of employee self-service, empowering them to complete various HR tasks on their own. But beyond just offering these tools, 85 percent of today's employees want HR applications to be simple, intuitive and easy-to-use like the apps frequently used in their personal lives. Employee self-service is a win-win solution, it can save busy HR leaders time on administrative tasks and offer employees the freedom and flexibility to manage their own HR needs.

Utilizing Outside Resources as Needed

Even with a high level of employee self-service, HR managers must still be able to manage the process on their end to ensure that everything



is running smoothly. An integrated HR-solutions platform provides administrators a view into employees' progress throughout the benefits process, manages benefit-plan design and employee access, and gathers helpful insights to inform strategic decision-making about current and future benefits offerings. HR managers can also leverage the right HR-technology partner to help improve talent management and employee engagement.

A skilled outsourcing company can help eliminate (or at least alleviate) some tasks from HR leaders' full plates through assisting with the development of worksite-safety programs and employee handbooks, building job descriptions, assisting with regulatory and legal-compliance issues, maintaining benefits administration, providing comprehensive online HR resources, offering on-site employee training and helping with risk assessment, among other HR tasks that organizations may not have the capacity to manage on their own. Taking it one step further, businesses may also consider entering into an arrangement with a Professional Employer Organization. This can enable business owners to outsource certain functions of the management of employee benefits, which may include insurance and other needs.





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WORDS OF AUTHORITY

Dr. Achim Preuss, Director of Portfolio Development, Aon Assessment Solutions

Exploring New Frontiers in Talent Assessment

Artificial intelligence in talent assessment is no longer science fiction.

Employers are using AI to accelerate the recruitment process and free up hiring managers' time for more complex tasks. AI also allows for improved measurement in talent assessment based on the data collected.

Read more to understand how organizations can leverage AI-enabled talent assessment as a competitive workforce advantage, supporting more effective classification, prediction and decision-making efforts.

Classification

As an employer, you have an abundance of data about your employees and prospective hires. AI excels at classifying those data and identifying specific behavior patterns. Humans can do the work of classification, but they are often slower and less reliable than AI.

For example, talent-assessment professionals typically sort through videos to filter out candidates who were not the right fit. AI can speed up that process by classifying videos in a fraction of the time, allowing interviewers to focus on top candidates.

Natural-language processing is the ultimate classification system. A video assessment's audio information can be analyzed by using real-time speech recognition and clarity of speech.

Prediction

AI uses different statistical models—sometimes thousands of them at once—to come up with better forecasts. The system thrives on continual changes in information, especially behavioral data. AI can predict likely hiring outcomes based on available data, tell you how accurate those predictions are and update its forecasting to enhance future efforts.

As it makes each assessment, AI learns to evaluate based on intelligently designed psychometric

models linked to solid job analysis. Rather than focusing on specific behaviors and skills when they rate candidate response, like humans do, AI can focus on competencies and identifiable behavioral anchors.

AI can understand and mimic a human's ratings, and then rate candidates in exactly the same way. This allows for a precise, efficient and bias-free assessment process that is defensible and can be easily explained. AI's ability to accurately and efficiently analyze unstructured data is at the heart of the future of talent assessment. For example, AI's capacity to quickly evaluate candidates' video-interview responses is the key to improving candidate experience while improving the precision of measurement.

Best Next Move

Similar to the way AI makes predictions, this technology can help with decision-making. For instance, one AI model considers what is the "best next move" in any given domain, while another figures out how it will affect the rest of the system if that move is accomplished. These techniques can help organizations make better talent decisions than their competitors.

More familiarity with AI, what it is and how it's being used within your organization and by your job candidates can lead to broader acceptance. In addition, providing a more human touch throughout the process can help ease any concerns about AI in the selection process.

Conclusion

AI is rapidly evolving. Mobile-first solutions are on the cusp of cutting the costs of interviewing and



recruiting and helping companies make better-informed decisions. According to an Aon survey, 46 percent of respondents agree this is one of the biggest potential benefits of the technology.

Gamified training and assessment will work harder to engage employees throughout their careers. Adaptive testing will more quickly and easily find workers who fit with an organization's culture. Because of the implementation of AI, talent-assessment executives will have more time to focus on higher-level, long-term talent strategy for an organization. As a result, organizations can leverage AI-enabled talent assessment as a competitive workforce advantage.

Augmented decision-making is the future of talent assessment. Today's AI technology can rapidly reduce the time required and boost the effectiveness of recruiting and talent assessment. AI and machine learning are key for processing unstructured data and eliminating unconscious bias in a company's talent-assessment strategy. Coupled with best-in-class AI tools and the right advisers, executives can improve the precision and efficiency of talent assessment and recruitment, which ultimately will lead to a better workforce.

To learn more about AI in Aon's talent-assessment solutions, visit assessment.aon.com.



WHITE
PAPERS



Since the advent of social media, employers have used it to screen candidates and employees—but is that approach worth the legal and reputational risks?

BY DANIELLE WESTERMANN KING

Social Media

According to a 2011 court case, *NLRB v. Pier Sixty, LLC*, Hernan Perez, a server at New York-based event venue Pier Sixty, vented his frustrations with his manager in an expletive-laden Facebook post he published during a scheduled break. Ten of his colleagues saw this post, and it eventually made its way to his manager, Robert McSweeney, the target of the vehemence. Three days later, Perez deleted the post—but the damage had already been done and, following a 12-day investigation, he was fired.

At face value, this may seem like a cut-and-dry case—but it wasn't. Pier Sixty employees were in the midst of unionizing when Perez made his post, which ended with "Vote YES for the Union!"

Perez filed a charge with the National Labor Relations Board, contending he was fired in retaliation for "protected concerted activities." In 2013, a judge ruled that Pier Sixty had violated the National Labor Relations Act by discharging Perez in retaliation for protected activity.

The NLRA was designed as a union law in the 1930s and '40s, when there were few protections for workers' rights, says Aaron Holt, an employment attorney at Cozen O'Connor.

"The NLRA protects an employee's right to engage in protected, concerted activity," says Holt. Protected activity

is defined as two or more employees who are acting together to improve issues such as wages, hours and working conditions. Holt notes this includes "criticizing an employer, complaining about favoritism, protesting to improve work conditions, discussing compensation and bonuses, etc."

Recently, NLRB clarified these protections extend to social-media activity, which can put employers in a tricky situation.

Apart from the legal risks of monitoring current employees, companies could find themselves in hot water by using social media to vet candidates. In CareerBuilder's 2018 social-media-recruitment survey, 70 percent of respondents said they use social-networking sites to research job candidates, and 66 percent use search engines to look up job candidates.

"Through social media, employers may learn information regarding a candidate's race, age, religion, disability or other protected classification," says LaKisha M. Kinsey-Sallis, an attorney at law firm Fisher Phillips. "Having this information certainly opens the door for the argument that an employer made a decision motivated by unlawful reasons."

In our digital world, it may be difficult to completely ignore social-media activity—there have been plenty of recent cases where someone is hired and subsequently fired when old social-media activity is surfaced. For example, movie director James Gunn

was fired by Disney after old tweets surfaced that he labeled as jokes but which many found offensive. (He has since been rehired.) Then there was the woman who "flipped the bird" to President Trump's motorcade and, after an image of the incident went viral, her company fired her.

Experts agree that employers should proceed with caution if they decide to search employees' and candidates' social-media activity. They not only run the risk of legal consequences, but they could also encounter reputational damage, which Brian Kropp, group vice president for Gartner's HR practice, says can be even more painful than a lawsuit.

"A lot of evidence shows us that customers make decisions about what company to shop at based on what it's like to work at that company," he says. "We've seen a lot of companies adjust communication strategies to reflect how they treat their employees as a result—using HR as a PR mechanism."

Social Snooping

Kropp says he's found that many employers aren't necessarily searching social media to discover if someone was partying with friends on the weekend—but rather what kind of behavior they could potentially be bringing with them to work that would be in violation of workplace policies. For example, they're searching social-media profiles to see if someone says disparaging things about minorities or harasses women. Or, employers may mine LinkedIn data to determine if an employee is a flight risk.

"Employers will look at whether someone is increasing the number of connections on LinkedIn or how often they're updating their profile information," says Kropp. "We've also seen companies take a similar approach to monitoring work emails and internal communication channels like Slack" to determine productivity and flight risks. Sixteen percent of employers track employee calendars to check productivity, Kropp says, and 6 percent monitor text in email, which can help uncover an employee's intent to leave the company, their performance and overall job satisfaction.

When it comes to the legality of such monitoring, Holt says, a big touchstone is consistency—if you're inconsistent about any behavior, including whose social-media activity is monitored, it could be seen as discrimination.

"How are you choosing who gets a social-media screen and who doesn't?" he asks. "If you don't treat them all consistently, then you're subjecting applicants and employees to different terms and conditions of employment."

Another issue is inaction based on monitoring. For example, if an employer is scanning social-media activity and discovers that an employee addressed being sexually harassed

Talent Management

at work, does the employer have a responsibility to do something about it?

Kropp says that, while the laws are unclear, if an employer is tracking social media and employees discover this—and nothing was done about the sexual-harassment revelation—the employer may be liable for creating a hostile work environment.

“One argument is that, if you see something, you have to report it,” he says. “But some lawyers say the risk of not acting when you find something is so much greater than if you just didn’t monitor social media at all.”

When it comes to candidate vetting, Kinsey-Sallis says, proponents of social-media monitoring suggest using a third-party vendor or someone not involved in hiring decisions to conduct these searches. She says a better approach, however, is to have a solid hiring and onboarding process that you trust to bring forth the best candidates.

“If your business, because of the industry or type of work performed, is one that believes undertaking the [social-media] search is worth the risk,” she says, “it’s advisable to develop parameters to be applied to such searches and apply those consistently.”

Risky Business

Even though the experts recommend against actively searching

Social-Media Screening

According to a 2018 CareerBuilder survey of more than 1,000 hiring managers and HR professionals:

70% of respondents use social-networking sites to research job candidates,

57% of whom discovered content that caused them not to hire candidates.



Monitoring doesn’t stop when a candidate is hired:

48% of respondents monitor current employees on social media,

34% of whom have found content that caused them to admonish or fire an employee.

candidate and employee social-media activity, many companies are doing it—and there will be situations that require immediate action, for which they should be ready. Kinsey-Sallis cites threats of harm, harassment or a clear violation of company policy.

Holt tells clients to equate social-media activity with in-person interactions.

“If you would discipline someone for the same face-to-face interaction, even though it happened online after

work hours, don’t treat the situations differently,” he says.

Employers have a responsibility, Kropp adds, to clearly communicate company values to employees.

“You can say you care about diversity or integrity but, the moment those are tested and you don’t stand up for those values, everything falls apart,” he says.

Instead of making the conversation just about values, it should also center on the decisions the employer will

make if and when those values are tested: Robust social-media policies should outline unacceptable behavior and consequences for said behavior.

Kinsey-Sallis says employers should note such policies aren’t intended to interfere with employee rights under the NLRA.

“A good policy is specific and defines exactly what is covered under the policy,” she says. “The policy should be widely disseminated and should be followed by training on it.”

In the event that social-media activity breaches the policy, Holt recommends clients obtain a copy of the problematic post, as evidence can be erased instantaneously. They must also weigh who wrote the message (managers are held to higher standards than employees, for instance) and its context.

Holt says he uses the CAR principle: consistent, appropriate and reliable documentation—because subjective interpretations are not objective conclusions.

“When social media comes into play, I have to ask, ‘What are you looking for that’s relevant to the job?’” he says. “Typically, the answer is nothing, which means employers shouldn’t be looking at all.”

Send questions or comments to hreletters@lrp.com.

Emerging Intelligence

By John Sumser/Columnist



Can HR Drive Business Results?

As our capacity to measure just about everything increases, a new HR metric emerges to describe what’s measured. Meanwhile, the rest of the business is focused on revenue, expenses and growth, and is wondering why they should care about measures that don’t directly drive quantifiable business outcomes.

In the relentless move to a more data-driven HR function, we’re starting to drown in statistical mumbo jumbo. So far, HR can’t tell you how engagement affects the bottom line, just that it probably does because engagement can correlate to retention. We might even be able to say, “There is a 70 percent chance that engagement is somehow responsible for some part of the recent shift in profitability.” But we’re still looking for a better understanding of how HR functions affect revenue.

Where the rest of the business focuses on enterprise-level ROI, HR is often in the position of counting nickels to save pennies. So far, the people-analytics movement has

done little to shift the perception that HR is just a cost center. This is not to say that people analytics aren’t important. Understanding how people arrive, leave and move through an organization is essential to the business. It’s that the rest of the organization is playing a different game in a bigger arena with more relevant and well-defined stakes.

A few years back, I did a little consulting for Atlanta-based Strategic Management Decisions. Using an approach built on structural-equation modeling, the company links HR and operations data to find the levers of business outcomes. In non-consultant speak, that means that SMD delivers the ability to connect HR data directly to business objectives. The result of an engagement with SMD—which includes surveys and deep-data science—is the ability to understand the actual value of HR investments.

If you’re skeptical at this point, then it means you are paying attention.

The inability to directly connect HR investment with marketplace impact has limited the department’s effectiveness since the beginning. As a result, HR is often pigeonholed

as a cost center by others, while its practitioners lament the organization’s lack of respect for their contributions. The idea that one could or should show exactly how HR “moves the needle” is almost heresy, and we are relegated to complaints about seats and tables.

Structural-equation modeling is one of the dark arts of advanced statistical analysis. Rather than looking for correlations then applying a theory to explain them, SEM begins with a theory about the way things work. Then, statistical analysis is used to validate or disprove the theory. The process tries different theories until it sees where the connections are. The result of this iterative process is a list of the levers that can be pulled to improve organizational performance, along with a prediction of the result.

Throughout the company’s history, SMD has been able to both show the connection to and guide the improvement of the following kinds of business outcomes: customer satisfaction, wait time, clinical outcomes, product defects, sales and margin growth.

One HR-technology manager at a Fortune 500 company told me that

“SMD’s analytics helped us get a better understanding of what was driving our nursing-staff turnover, and we have seen recent improvements of over five full points in that area.”

SMD represents one of several important ideas in the next steps for the HR department. The buzz in the market is squarely focused on all things AI. We’re getting close to being able to assume that our digital tools will offer us an unlimited supply of opinion and forecast. SMD points to a future where AI investments can be consistently traced to business outcomes.

Imagine when an HR leader can show you the value of a course or the relative returns to be expected from two competing candidates. Imagine an HR department able to make decisions based on value rather than efficiency. It’s a new world that’s coming.

At a session at October’s HR Technology Conference in Las Vegas, I’ll be showcasing companies that make the business of turning data into actionable information.

John Sumser is the principal analyst at HRExaminer. He researches the impact of data, analytics, AI and associated ethical issues on the workplace. Send questions or comments to hreletters@lrp.com.

A Roadmap for Success

The key to organizational performance lies at the intersection of business and talent strategies, writes Korn Ferry Vice Chairman RJ Heckman in his new book, *The Talent Manifesto*.

BY JEN COLLETTA

A strategic approach to hiring, retaining and deploying talent is increasingly being recognized as the cornerstone of modern business success—though developing and executing a strategy that effectively uses an organization's people to help it navigate change and evolving goals is easier said than done.

That's a gap RJ Heckman hopes to fill. His new book, *The Talent Manifesto*, is designed to provide CHROs and C-suite executives a roadmap for creating a talent strategy and aligning it with the business strategy to maximize success—a process that requires an HR team that is well-versed in data analytics and focused on enhancing the user experience. Heckman highlights best-practice examples of corporations that have disrupted their talent strategies smartly and also introduces the concept of the “Talent Waltz”—the delicate dance he says all organizations need to undertake to align their organizational and talent strategies.

Heckman draws upon his 25 years in talent-management consulting and leadership development, including his experience as a CEO, a CHRO for two Fortune 500 companies and his current work as vice chairman of Korn Ferry. *HRE* recently spoke with Heckman about *The Talent Manifesto* and his outlook on the strategic role of HR leaders in organizational success.

A focus of the book is the increasing need to align business and talent strategy. What are some of the factors fueling the importance of this alignment?



Growth is stalled in many companies, and CEOs are really struggling with how to differentiate themselves, [leading them to pursue]

business strategies that have become far more specific. They're evolving and moving more quickly, yet I think they're struggling with the execution of those strategies—so they're turning to their teams for help. Teams need to be staffed with employees who have the capabilities that are needed to execute ever-changing strategies, meaning alignment is more important than ever—especially if CEOs are going to be able to deliver the growth in earnings their shareholders expect.

Do you think this is a need C-suite executives are recognizing, or is there a gap there?

I am optimistic. CEOs can't change the trajectory a business is on until and unless they figure out the talent equation. We are seeing heightened levels of interest in getting that talent equation right, or improving it. The alignment is important, and I think CEOs are seeing that need more and more and really feel the need to partner. [Alignment] is much more about partnering—a CEO/CHRO approach—than a CEO telling his or her staff what is expected and how to execute it. With that humility come a better partnership and stronger outcomes.

You mentioned in the book that HR staffers should understand data analytics but still be able to tell an effective story based on those data. How should HR departments be making that buy-versus-build decision when it comes to either upskilling current departments or adding new talent?

Be very conscious and intentional about the HR department's charter, and how much is operational—covering compliance and HR operations—and how much is more strategic. After that, it's really about how the Talent Waltz works. The first step is defining what is needed and what the HR department is expected to deliver—advancing strategy, driving organizational performance, containing costs, driving compliance. The next step is to evaluate talent and carefully diagnose how many of



their people have the capabilities to both understand and work well with data and be able to tell that “so what?” story based on the data and their interpretation strategy. What we're finding is that, when they do those steps, the gaps are pretty significant. The third step in the Talent Waltz is to close those gaps. Where are the [high-potentials] who have the motivation and the cognitive skills to get into the data and the strategy and dig deep? And then, to the extent that there aren't enough people with those skill sets, we're finding that HR leaders are importing people from other functions and more quickly closing those gaps.

Do you find most organizations struggle with one particular step of this three-part Talent Waltz?

I think data is where they struggle the most. To frame that, CEOs are increasingly recognizing the criticality of the partnership with HR, and what HR is going to have to do is give back with specific approaches for defining how talent strategy can align with business strategy. Usually, a CEO can tell you what they need, but they don't speak in specific-enough terms, so the HR leader has to be able to translate from broad edicts around growth, innovation or diversity into much more specific talent requirements. In that way, they're codifying what the talent strategy must look like in order to support and drive business. When it comes to speed and simplicity, they need to deliver a much higher level of specificity in terms of how to execute. But you can't walk into a CEO's office and just make up good data. Organizations are repeatedly

making very explicit decisions about people with very low-quality data. It's not uncommon for organizations to spend about 25 percent of every dollar of their income on people; for labor-intensive businesses, the service sector among them, it's very common for them to spend 60 percent to 65 percent of every dollar on people. Yet the quality of the data they have on people that goes into their compensation decisions—many spend billions on variable compensation every year—is sorely lacking.

Agility was a focus of the chapter on user experience. Agility has become such a buzzword in HR; do you see any risk in that?

Agility is definitely a buzzword that could be risky when it means chasing a shiny object and dropping what might be working for something new that's more of a fad or in fashion, or just doing something because another high-tech company did it. For us, agility in the user experience means speed and simplicity. The concept of agility is very specifically measured around change agility, meaning when we're stuck—when our employees, throughout the lifecycle, are not satisfied with HR and the support being given—can we figure out what to do? Results agility is another piece that's very specific; if HR is OK operationally but weak strategically, can they figure out what must stop, must start or must continue? Those approaches are different than chasing shiny objects; they're intentional and purposeful against a strategy, which aligns with the tenets of the book—an HR group must be strategic, data-driven and operate with speed and simplicity.

HR Leadership

How different of a book would you have written, say, five years ago?

I was in HR and then I stepped away for 10 years to be the CEO of a business. When I reentered HR, the first thing I did was interview dozens and dozens of CHROs. I was looking for the opportunity to learn about all that had changed in those years

and, unfortunately, I didn't find that much had changed. That was really a concern to me, and why I wrote this book. I did hear from some best-in-class companies that have truly focused on driving change, and that brought about stronger organizational performance, with the things they were doing aligning—strategy, data, speed

and simplicity. Five years ago, there were maybe fewer great examples, but I'm afraid the field hasn't changed [as much] as it should have. I find those folks who are really making the right changes are in the minority.

But I'm very optimistic about the potential HR has. There are so many great stories of success I highlighted

in the book. If we can increase the pace of change and adoption rate of these changes, the potential for HR is extraordinary—because the impact that talent makes on the organization, and that HR can help ensure happens, is extraordinary.

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

HR Marketplace

Below is a listing of products, services and solutions for human resource executives and their organizations. To receive more information, please contact them directly.



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120,000

Number of annual deaths resulting from workplace stress.

Source: Stanford University



77%

Percentage of business leaders who plan to invest heavily in training to help their workforce acquire new skills and fill new roles.

Source: SunTrust Banks Inc.

\$679

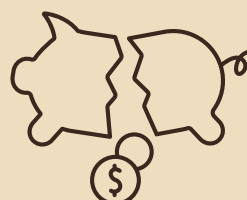
The amount of earnings workers can't exceed in one week to qualify for overtime, according to a proposed federal rule. The threshold is an increase from the current \$455 weekly standard, but less than the \$913 proposal from the Obama administration.

Source: Jackson Lewis

30%

Percentage of employees who say they've already dipped into their retirement savings.

Source: MetLife



76.8%

Percentage of U.S. employees who require on-the-job training; the average length of training is 34 days.

Source: U.S. Bureau of Labor Statistics

65%

Percentage of headhunters who predict that technology, analytics and cybersecurity will be the most in-demand executive roles this year.

Source: Association of Executive Search and Leadership Consultants



46%

Percentage of surveyed organizations that indicate they have established an HR technology Center of Excellence or shared-services group responsible for HR systems.

Source: ISG

2.2%

Percentage increase in "real-average hourly earnings" from February 2018 to February 2019.

Source: U.S. Bureau of Labor Statistics



36%

Percentage of men surveyed who believe women shouldn't necessarily earn equal pay if their employers give women more time off than men for family leave.

Source: Randstad US

83%

Percentage of 924 surveyed companies around the globe that report having low people-analytics maturity.

Source: Deloitte



5%

Predicted growth rate in global spending on corporate learning from 2018-2030, up from 2.1 percent from 2008-18, driven by a rise in automation.

Source: Goldman Sachs

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