

C-TEN Roundtable Discussion

Thursday, January 18, 2018 11:00 AM - 12:00 PM

Share something you and your HR team has done that you're proud of, and one thing that keeps you up at night.

Violet Bloom, CHRO, Citizen's Property Insurance Corporation

- **Something I'm proud of - Implemented Oracle Cloud in December with limited disruption to the organization.**
 - Had a few bumps with payroll, but overall successful.
 - Extensive, year-long RFP process. Implementing in phases, payroll was first. Learning and performance will implement in the Spring.
 - Looking to implement Oracle Service Cloud – does anyone have experience with this?
 - Julie Fletcher uses Workday.
 - Jim Hazboun – would like to compare notes, he's in the process of implementing Oracle Cloud.
 - Jacqui Welch – asked what would you have done differently today?
 - Violet explained that Citizen's is quasi-Gov't so their RFP process is different and because of that the consultant they ended up with wasn't the ideal partner. She learned it is important that your partner has depth in their experience. Violet's partner was learning along side them.
- **Keeps me up at night - Succession planning for the C-Suite**

Julie Fletcher, Chief Talent Officer, AMN Healthcare

- **What I'm most proud of is we have a proactive approach to reducing turnover in 2018.**
 - Retention is viewed as a business imperative by the C-Suite and has become a regular topic on the C-Suite agenda.
 - Looking at outside organizations who have gotten their retention under control. Over a 3-year period retention dropped from 30% to 16%.
 - Julie partnered with each division, to get aggressive and make changes, if their number was not acceptable.
 - Built custom assessment tools. Treat every new hire like gold – leadership should contact them within a week of joining. They go through the new hire list – asking senior execs to call or visit 5 or 6 and ask how it's going.
 - Until retention becomes front and center, you will not move the needle. You need retention deep dives, looking into to why each person left each month. It's amazing what you will learn.
- **What keeps me up at night is millennial retention?**

Bill Pearson, Senior Director, Human Capital, Kellogg School of Management

- **We are most proud of the revisions we have made to our new employee orientation process. Key changes/additions include senior leaders hosting a monthly lunch meeting for**



the purpose of sharing at a high level their units, business goals, objectives and organization structure. Our focus for adding leader lunches to the orientation process was to:

- **Create an opportunity for new hires to accelerate their understanding of the business of Kellogg**
- **Introduce new employees to senior business leaders**
 - Leadership has committed to monthly lunches so employees know who the leadership is. If the employee had a friend, they are more comfortable and more likely to stay. No turnover last month. Seeing a positive trend. Going to add leader led networking sessions.
 - Violet – The CEO inspires employees. Employees liked seeing executives at corporate events and the opportunity to learn about the business.
 - Jim – timely topic, we are all working to improve engagement and retention. He conducted a detailed talent segmentation and persona exercise. They found each had a unique value proposition. They were challenged with they recruited people initially for a hyper growth company, but as company growth strategy changed, they had employees who did not embrace this new identity, so there was necessary attrition. They had to hire people more aligned with the direction they are going.
 - Elliot – painful part can be dealing with leadership.
 - Zachary – we can use the C-TEN website to share information on orientation.
- **Develop collegial and business relationships with others who are “new” to Kellogg**
- **Based on unsolicited and solicited feedback, the new orientation process has had a positive impact on our new hires.**
- **What “keeps me up at night” is the need to improve our approach to leadership development**

Jim Hazboun, CHRO & CAO | Senior Vice President | Corporate Services Division, Hyundai Capital

- **Things I’m proud of: HR took the lead to improved company efficiency, especially labor OPEX**
 - How do we become a more efficient business? By transforming leadership – we didn’t have a strong CFO, so Jim took the lead to drive efficiency and create better processes.
 - You need to look at labor costs – see where you can build efficiency.
 - We had to be delicate which took more time. Every year we make incremental improvements.
 - The CEO is seeing value out of the HR organization from these efficiencies.
 - Work Smart – look at headcount. How to we improve and simply our work process and they way we do work.
 - Crowdsourcing campaign with employees to pull them into the process so they are key stakeholders. Launching a lean six sigma to drive efficiency.
 - Even though they were cutting headcount, he tried to drive more value to employees by improving pay.
 - Violet – would like to schedule time to discuss strategic workforce planning.
- **Keeping me up at night: Are we doing enough to equip leaders to address disruptive forces**

HR team members, Zurich, North America



- **Started to have a dip in engagement – culture shift is a driver of that.**
 - Started to embark on employee experience. Spoke to 10% of workforce and uncovered “moments that matter”.
 - Trying to take a people-orientated lens to consider what matters to employees.
 - Small experiments, they like asking them to contribute.
 - They are building a movement of energy to engage people.
 - “We want you to feel welcomed and that you had an amazing week.”
 - VIOLET interested in hearing more.
- **One thing that keeps them up at night – a thousand different things they can do – trying to select the things that will have the biggest impact.**

Sara Albright, Vice President Human Resources, Bassett Healthcare Network

- **One thing we are proud of - I am able to speak to the issues we have had with our defined contribution retirement plan and how we have addressed those.**