



Tuesday, March 12, 2019 | 12pm ET/9am PT

Shared Problem-Solving Discussion (2 of 6)

Connect directly with your peers to share a success or seek advice on what isn't working. This is also opportunity to collectively discuss topics/ issues members are focused on for 2019.

Dial 1-605-472-5533 | access code 439489

Share one success story and one area of work that is in progress that you could use advice on

Roger Gaston, SVP HR, Gates Corporation –

From a success standpoint - prior to joining 2.5 years ago, the HR function was in disarray. They were a privately held company progressing towards a public company. HR and hadn't really been cared for because the business in its private state was being run regionally, with little corporate or global presence. This changed this significantly.

One of the big areas that was very important for the business was to drive TA initiatives throughout the globe consistently and in a way where they can manage and measure how well they were aligning with and meeting the business needs. They created a global project management office for TA function. This group cared for all pieces of TA and responsible for getting it out globally. As we rolled out new pieces, they were responsible for getting it out regionally. Execution is regional and local, the strategy and program management is done globally. This has been very successful. Has helped them get an ATS driven throughout the globe. Provided opportunities to allow local strengths to be utilized. For example, in China the team there aid they want to use WeChat versus LinkedIn, really the place for them to be. Driven early career initiatives and rotational programs on the engineering side of the business. They manage every opening and know where all open jobs are across the globe at any one time. They have a very progressive approval process through their smart search process. Bottom line is it was the easiest and most efficient way to drive a globalization of the TA process with the standards and metrics they were trying to drive, and they got it done pretty quickly.

On the over side of the coin, things they are working on and trying to progress, on the compensation side of the business, we had a very similar story – everyone was doing their own thing. The first area they wanted to focus on was bringing incentive compensation more inline throughout the globe. They started first with the commercial side of the business. They built sales incentive programs, started in North America in 2018. Rolling out to the rest of the world in 2019. Their commercial side of the business had mostly bonus programs at the end of the year. They were not incentivizing the sales team to really go out and drive revenue growth.

They put in a sales incentive plan that was quota-based, paid quarterly, had high acceleration after meeting 100% of quota. This was very successful. A lot of change management went into getting this put into the business, but they have one year under their belt in NA where they have their largest commercial operations. Sales incentive programs. Started in US, now taking global. Manufacturing incentive plans in all plants. Started globally, a gain sharing program based on metrics, if exceeded they paid bonuses to employees. Now rolling out in the US.

Debbie Kemp, Chief Talent Officer, MediaCom -

She was brought in 8-9 months ago to transform the HR function. They've tackled some, not all, of what Roger touched upon to date. **The focus for her is people, process and the technology perspective with a fold process: 1. To ensure they are bringing in top talent and 2. That they are also developing their talent.** They do a good job of promoting or movement within, sometimes lateral, sometimes promotion. These opportunities come about as they onboard new clients. She is getting more involved in how they go about staffing the statements of work and partnering with new clients.

An example of success – onboarded a new client within a 30-day period, included getting staffed with 80% existing employees and 20% new hires. Then worked with the transition team in handing off the work and still staying ties to it for the next month.

Steve Antonoff, CHRO, CalPortland –

One of the biggest areas of struggle is the hole in the organization that is a result of the knee-jerk reaction to lay-off people after the construction boom. Particularly based on seniority, so the folks with less experience, but where the up-and-comers to move into management, were let go. With the economy turned around there is this hole in the organization with a real dearth of talent and the entry, supervisory and middle management level. To address this, they created an intern program which has proven to be very successful – they've hired 80% of the interns after graduation. Of those 40% are well into their management track somewhere in middle management. Because of their size, they got approval to have a person who's basically full-time job is to do college recruiting. They are now expanding this role. Interns are assigned to an engineer for the summer, what they are learning is that while the engineer is a willing participant, they're not very skilled at mentoring. This year, they want to expand their training for existing managers and supervisors to be better mentors. They are engaged in discussions now with a mentoring coach to help them build a more robust mentoring program. **Trying to take this “repair” of the hole in the organization to the next level which is to build some mentoring. Interested in learning if others have built formal mentoring programs – what worked and what didn't.**

Any advice for Steve?

- **Anna O'Driscoll, Vice President, Human Resources, Alnylam** – at SHIRE, they started to do reverse mentoring. Interesting to flip the paradigm. Had star interns that they really wanted to convert to employees, mentoring leaders on millennial work.
- **Roger Gaston, SVP HR, Gates Corporation** – knows of companies doing reverse mentoring. How did you get it started? What was the agenda that was shared?
 - o **Anna** – at the time they had an employee resource group for millennials, where they identified there was too much talk how you need to conform to the status quo. Instead they wanted to see what they could learn from the practices of this generation of workers. Executives started to get interested in this from the

employee resource group side. There was a bit of a pull coming from certain leaders anyway and so it wasn't forced upon them and this was key. They picked people who were really interested in this. There was a lot of coaching and mentoring one on one. Kept it small.

Sara Albright, VP of Human Resources, Bassett Healthcare Network –

Looking for advice on working with the board to move HR to a network structure. Two years ago, they moved from a passive parent board to an active parent structure. They've been struggling to become more of a network under an active parent structure. During this time their CEO left. They have an interim CEO right now for the network. There is a short list of initiatives that are on the top priority list for moving into a more formal network structure because right now they are all separate employers. IT is in a network structure at this point. Finance is moving in that direction very rapidly this year and HR has been on the list for two years. We have been told if we want to collaborate as HR across the network, we really need to have a formal HR function. The VP of HR at the next largest facility just moved to another organization. So, Sara raised the question to the network COO and CFO – it seems like this is the perfect opportunity to move forward with some restructuring and it has been met with total silence. **She is wondering if anyone has any suggestions on how she can ask this question again? If they don't take advantage of this opportunity now, they need to stop taking about moving HR to become a network function.**

Doug Dureau, SVP Human Resources, Hillwood and Perot Companies – other than asking the question, did you provide any background or solutions? Is there an opportunity to have champions on business side to push initiatives forward?

Sara - Yes was asked to, and submitted twice in the last 18 months, a plan to restructure and workplan for the first year of work. They really need to find efficiencies within the network, and this is the right thing to do.

Dave Whan, VP, CHRO, TopBuild -

A couple of successes: Like many, he has been tasked with transforming the HR function. He established a multi-year strategy plan for benefits which included switching out broker for our healthcare. Making sure they understood the value a broker could bring to them as well as helping to establish that multi-year plan to bend the cost curve. If the national trend on healthcare cost is 10% or better, their goal was to be well below that. In the 18 months that he's been there they've been successful in doing that. They are trending around 2% as national is 10%. That doesn't happen just by wishing it. It is changes in plan design, asking employees to be more involved in their own healthcare.

Additionally, leadership development was lacking, particularly in a dispersed organization with 300 branches, each of them autonomously run. They created a manager in-training program to develop future branch managers in a 12-18-month program where they rotate them through various parts of the business. They may start out installing insulation for 4-6 months then move into a sales job then move them in to a production manager job where they oversee other installers before we give them their own

Things he's working on now: they've got a Workday implementation now with a go live of January 2020. Working on the design stages of this project. **In early 2020 he wants to tackle getting more common in their approach to compensation and job valuation. Any suggestions on how to go about that whether**

its home grown, or he should go to one of the major firms like a Korn Ferry or Mercer to get that kind of consulting advice?

They don't have a specific job grading system. Each time they have a vacancy and need to price the job, they look at salary surveys and salary.com. Has anyone gone through an RFP process or created your own and how did you go about that?

Doug –has always leaned toward a market-based pricing system. When he's sought outside consulting, it has been less about payment structure and more about either incentive design for very unique roles or executive roles that are sensitive to price. Look specifically at certain companies.

Doug Dureau, SVP Human Resources, Hillwood and Perot Companies

We were very decentralized, coming in they had really no technology, nothing automated. They put tech in place – electronic employee files, online enrollment, budgeting, learning management system, and a TA system. Had good success with the TA side.

What do you do well and what's already ingrained in your culture? Wellness was an area really ingrained in their culture. Moving to more of a consumer-driven methodology and recognize that their business was really supportive of wellness as was their chairman. Becoming best in class in this area was easy.

This year they will focus on diversity and inclusion and improve the TA strategy. Figuring out and working with the business to on their engagement survey and areas of opportunity that come from that.

Areas that he could use support is on the diversity & inclusion side. Historically their industry, oil & gas, is male dominated. Good news for him – there is a level of organizational readiness that hasn't existed in the past to make some inroads in these areas. An area he really wants to hit hard this year and can use some help in. **Because D&I is business driven but also client driven – D&I is in RFPs, and this gets the attention of the business. What are others doing?**

Anna O'Driscoll, Vice President, Human Resources, Alnylam -

Could use help with interacting with a board. In May she will be presenting to board on some very sensitive topics such as succession planning for C-level and other critical roles. There's been a request for a presentation on something related to culture and growth. Has anyone assumed the role of CHRO on an interim basis and if so, how did you interact with the board?

Sara – advice to share – it's valuable to know them. Talk to people who know the board. How they like to receive information? Who are they? Background? Find out before you go in front of them.