



Live Meeting May 6, 2019 at the MGM Grand National Harbor, MD

Meeting room: Mirage 1

Dial-in: 605-472-5533 access code: 439489#

<p>8:30 AM - 8:45 AM</p>	<p>Welcome and share one thing personal. What's your favorite app on your phone right now? Is it work related or something fun? We focus a lot on technology in our meetings, it will be interesting to see if there are similarities or differences within the group.</p> <p>Steve – “Word” and “Carbon” – track carbon footprint. Carbon impact of roads, feeds data to MIT. Concrete – produced by CalPortland, absorbs carbon. SiriusXM – Springsteen radio.</p> <p>Debbie – Fitbit.</p> <p>Elliot – My Fitness Pro.</p> <p>Mary – Kindle.</p> <p>Bonnie – Sleep pillow – white noise. Ad blocker.</p> <p>Roger – LinkedIn.</p> <p>Renee – Fitbit, Spotify.</p>
<p>8:45 AM - 9:45 AM</p>	<p>Recap your top 2 strategic priorities for 2019, as discussed in Jan meeting and give us an update on your progress (i.e. where are you in the process/have they changed/lessons learned to date, etc.)</p> <p>Steve –</p> <p>#1. Recruitment. Hiring drivers, training. Have created their own trucking school. Hiring people out of the military – experience with heavy equipment.</p> <p>#2. Succession planning. During economic downturn, knee-jerk reaction with major layoff. Now there is a hole in middle management. Huge group of people nearing retirement, with no one behind them.</p> <p>Debbie –</p> <p>#1. Talent acquisition and development. Both at the senior and most junior resources. Getting in the junior people, but not keeping them. Working on retainment. On the senior level – come up thru the media industry, but don't know what it means to be a strong manager.</p>



	<p>#2. Want to be known as a teaching agency. Business etiquette. Technical training. More digital for the senior people.</p> <p>Mary #1. Biggest the L&D component. Bring in people to deal with customers, in a very specific way they want employees to take care if customers. Need to focus more on management training. Creating a certification program to get promoted. Implementation and special projects per customer. Certified to serve. Global training. #2. Implementation of new systems. New payroll and HCM – ADP. Just finished an Agile performance management.</p> <p>Roger #1. Manufacturing side – 2/3 employees. Ability to fill jobs. How do we look at the workforce of the future? How are we going to keep our building staffed? Recruit from small town America. Looking at where your foot print needs to be adjusted for the future.</p> <p>First two years, lots of churn. If you can get them to stay past 2 years, they are very likely to stay. How to avoid – explain the job clearly. Don’t sugar coat it. #1 reason people leave a job – their supervisor. Need to improve the quality of experience through the supervisor. Train the supervisor on employee engagement.</p> <p>Bonnie #1. TA. TM chain. Acquisition to management to retire. 6,500 employees globally, integrating hard.</p>
<p>9:45 AM - 10:30 AM</p>	<p>Discussion: Gender Equity/Pay Evaluation with Guest: Gail Greenfield, PhD, Principal, Mercer (bio below)</p> <p>What do we mean by pay equity? <u>Pay fairness vs equality.</u></p> <p><u>What we really need to care about is the unexplained pay gap. Need to be able to explain a pay gap.</u></p> <p>Not everyone has to be paid the same, but there must be a reason for a difference in pay.</p> <p>Do we have a common understanding? Not a one size fits all answer.</p> <ul style="list-style-type: none"> - Steve – we pay the job, not the person. - Nancy –marketing vs. performance. take performance out of the equation.



	<p>Too much bias in a system is how we look at performance.</p> <ul style="list-style-type: none"> - Mary – agrees – there can be an unconscious bias. - Roger – performance is a differentiator over time. Begin at a level playing field. <p>Gail – media sounds bites. Slide 2. Slide 1 – left quotes = raw pay gap. Right quotes unexplained pay gaps. Do you count leaves of absence? Some roles have little independence of action – where performance can differentiate.</p> <p>Glassdoor - Calculating the adjusted pay gap, before and after adding statistical controls. The group is questioning the accuracy of Glassdoor’s data.</p> <p>How Should Pay Equity be Addressed?</p> <p>Bonnie – pay equity audits in Canada. Compliance issues. Subscribed to the Mercer program. Annual affirmative action plan. Can be expensive when pay adjustments are made, which they do. You have to plan for it, include in budget. Knowledge is power – having access to data – Mercer. Job matching. Addressing inequities with both men and woman.</p> <p>Need to have the leadership behind you.</p> <p>Mary – need to make sure that women and minorities have the training and tools need to move up into higher roles. Tells CFO to include a certain amount in budget to adjust for pay equity.</p> <p>HAVE A CONVERSATION ON PERFORMANCE. Steve fired his most successful salesperson because of certain traits.</p> <p>Should Pay Equity Be Addressed? Woman thrive when there are processes in place to actively address pay equity.</p> <p>Data from Mercer’s 2016 When Women Thrive Report Best practices to address the unexplained pay gaps – 35% Have a robust statistical approach to pay equity. 34% Have a formal remediation process to address identified pay equity risks 45% Have an assigned team responsible for conducting pay equity analysis 42% Have an explicitly stated pay equity policy.</p>
10:30 AM - 10:45 AM	BREAK
10:45 AM - 11:45 AM	Discussion: Software Bots with Guest: Nancy Hauge, CHRO, Automation Anywhere (bio



below)

“What is Work in the Age of Automation”

This year 10% of workforce will be digital worker.

In the future, humans will do the work only humans can do. What is that work? CARE. Work in the gray space. Exceptions.

Self-driving cars. What do you do while in the car?

IN the 1950s people were treated and set-up to work like robots. Our office set-up has not changed much.

Taking the Robot out of the human..

What is a bot? A “digital colleague”

What’s is HR when 30% of the workforce is digital?

Can we get ahead so we are the leaders in terms of what that workforce is going to look like. DIGITAL LABOR slide

What digital recruiting looks like today? This is tech available today.

Once a company has a bot, they spread quickly. Everyone wants a bot to do the mundane and bot take away their intellect.

Bot has freed up recruiters to the warm stuff. No longer writing offer letters – they are not a series of “if than”

They created a concierge service for employees because they work so hard as a fast-growing company.

A Renaissance is coming - When you free up 30% of the cranial capacity,

Bots for employee relations is worrisome. – Elliot
Certain language will escalate to human.