



Tuesday, June 11, 2019 | 12pm ET/9am PT

**Shared Problem-Solving Discussion (3 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**

---

**Where are you with your 2019 strategic priorities?**

Doug Dureau–

Coming into 2019, had just done a full associate climate/engagement survey. 3 primary areas of focus:

1. Learning and development and career paths.
2. Cross-company communication
3. Diversity and inclusion.

Engagement score was above 98%. Rolled results throughout the company.

On track. Done some good work on learning and development side. Communications will be a bit of a challenge. Little behind on diversity and inclusion.

**Is there something you could do over, change or do differently?**

Doug Dureau, SVP HR & Administration, Hillwood & Perot Companies –

We are more on the leading edge of wellness. Outcomes based for a long time. Don't know if he would have pushed everything as hard and fast as they did. Vendors and the technology is not as solid as they'd like. Data provided from vendors is incomplete. Need good data with an outcomes-based program.

---

Steve Eller, CHRO Beacon Health System –

Focused on

1. having a dedicated role for communication and use to drive a better connection with culture. Overall turnover is trending down, however hires with 1 year or less is trending up. What are the causes? Trying to correct. Use a tech platform for pulse surveys. Starting using text based exit survey, wasn't getting good data face to face.

2. Trying to build a better connection between workforce and culture. Make employee services easier. Their intranet is complicated.
3. Net promoter scores. Survey that's completed by a new hire and hiring manager. -100 and +100 utilize response to create a net promoter score. Move beyond average days to fill. Move into next phase – measure quality of hire. What is the profile for someone to be successful in your organization? Better match to profile. Will this increase getting them beyond 1 year of service?
4. Acts of service initiative. Pay full time members 4 hours to go out and do community work. Part time get 2 hours. Set a goal for the number of hours they are shooting for. 60% there. Get connected to our culture – we are willing to make investment in community, must be a good place to work for. Investment to drive turnover down.

Doug – they have a strong culture. Expect a certain type of person to be successful here. Interesting to look at where the culture isn't a good fit, thinking of younger employees, they are not where they need to be. What do we need to adjust to retain employees?

Steve – working to set a better expectation of what they expect from leadership. Hold a "Leadership Connection Day". Focus on the opportunity for development and communication. Had a speaker come in and talk about unconscious bias. Another focused on multi-generational workforce. Being self-aware that certain people look at things from a different lens. Must be adaptive in leadership style.

---

Al Crook –

Taking over for Brian Little who has retired.

1. Completed net employee promoter score. Track improvements or dis-improvements. Actions items to work on. Despite making progress, still committed to find ways to impact employees.
2. Talent shortage is an issue. Hard to fill key role. Struggling with a retirees who are highly knowledgeable people, even harder to fill.