C-TEN Content Concierge | November 2019

In addition to the Member Newsletter (last day of the quarter), C-TEN members will receive a Content Concierge service of carefully curated content that supports the topics discussed at our most recent meetings. You can expect the Content Concierge emailed to you mid-quarter.

September 11th meeting
Content presentation

Topic: Data Analytics in HR. Guest speaker: Dr. Peter Cappelli, Director, Wharton Center for Human Resources

- What are the top three HR metrics you rely on to stay informed and communicate to your Board/C-suite?
- Will algorithms "eliminate human bias"?
    - Algorithms are built on what worked before, s*o they will tell you to hire more white men (*any biases in the existing data will be reflected in the algorithm*)*
- Algorithms are good at identifying association, not causation, e.g., being outgoing may be associated with advancing, but is that because it actually makes performance better or just because people like you more?

Resources:

1. **Presentation—"Data Analytics and Human Resources"**
   Featuring Peter Cappelli, George W. Taylor Professor of Management and Director of the Center for Human Resources, The Wharton School
   http://www.hrotoday.com/association/wp-content/uploads/2019/11/Data-Analytics-in-HR_Cappelli.pdf

2. *HRO Today* Article—"A New HR Paradigm"
   Innovations in data science are enabling the transformation of HR.
   https://www.hrotoday.com/news/enabling-technology/a-new-hr-paradigm/

3. *HRO Today* Article—"Educated Evaluations"
   A new tech tool uncovers ways organizations can eliminate bias during the hiring process.
   https://www.hrotoday.com/news/talent-acquisition/screening-selection/educated-evaluations/

October 8th meeting
Best Practice Sharing Call

Topic 1: *Leveraging HR Analytics to Drive Decision-Making*

- Building an HR scorecard. One member tried to focus on the most basic metrics – attrition in combination with engagement. Went from running an annual engagement survey to a quarterly to get more real-time data.

- Exit and engagement surveys are improving available data and helping companies see that analytics is a value-add.

- Applicant tracking systems can identify where apps are coming from and can extract trending info and track key metrics to help manage the business. They can take turnover and drive down to a cost center, or breakout by job classification.

Resources:

1. **Visier Article—"Why HR Must Use People Analytics for Strategic Decisions"**
   Understanding data-driven HR and the usual metrics, but specifically *how* HR can connect what it's doing to business outcomes. HR should not only align with the business but *drive the business* by making better decisions about the workforce.
   https://www.visier.com/clarity/why-use-people-analytics/

2. *HRO Today* **Article—"Survey Says…"**
   Culling data from employee engagement surveys can drive strategic business decisions.
   https://www.hrotoday.com/news/evidence-based-hr/engagement-survey-says/

4. *HRO Today* **Educational Podcast—"Metrics That Matter: How Can Data Drive Talent Strategies?"**
   Featuring Ron Walters, Senior Managing Partner, endevis
   https://www.hrotoday.com/video-and-podcast-lounge/hro-today-educational-podcast-series-episode-13-endevis/

Topic 2: Assessment Tools

- Utilization of assessment tools can better ensure candidates are the right fit on the team. One member's entire environmental services department is 100% staffed because environmental leader was hiring the right people and didn't have any open positions as a result of turnover.

- Performance management system/tool. One member is taking the approach, where employee evaluations are based on how company did: patient satisfaction, clinical score card. This removes subjectivity, more objective.

Resources:

1. ***HRO Today* Article—"Recognition Reviving the Review Process"**
   HR is finding value in leveraging recognition program metrics for employee performance evaluations.
   https://www.hrotoday.com/news/engaged-workforce/performance-management-rewards/recognition-reviving-the-review-process/

2. ***HRO Today* Article—"Repeat Performance"**
   Measuring quality of hire is a challenge, but these three strategies will help HR land top candidates time and again.
   https://www.hrotoday.com/news/talent-acquisition/repeat-performance/

November 12th meeting
Best Practice Sharing Call

Topic 1: Building a Strong Talent Pipeline

1. Talent Pipeline – especially for critical positions, a pipeline of people you can tap into to fill a job much more quickly. Nurturing talent candidates, being more proactive in building relationships with talent candidates.
2. Talent Pools – organizing or segmenting candidates. Group and categorize talent.
3. Talent Communities – you want interaction and engagement – Facebook group or Slack channel.

Resources:

1. **Whitepaper—"Connecting Talent to Value"**
   "Not having enough of the right talent where it matters is like trying to run a Ferrari®488 Pista with cheap gas in the tank. It's a formula for frustration and poor performance."
   View the whitepaper here.

2. ***HRO Today* Article—"Career Champions"**
   Four HR leaders share how their approaches to mentoring programs are solving talent challenges.
   https://www.hrotoday.com/news/engaged-workforce/learning/career-champions/

3. ***HRO Today* Article—"Mobilizing for the Future"**

Ways organizations can leverage their recognition programs to identify potential leaders and improve succession planning strategies.
https://www.hrotoday.com/workforce-management/mobilizing-for-the-future/

4. *HRO Today* **Article—"Reaching New Heights"**
Empower the workforce of the future by proactively building a diverse leadership pipeline.
https://www.hrotoday.com/workforce-management/reaching-new-heights-2/

5. *HRO Today* **Article—"Higher Learning: Lessons in Leadership"**
VP of HR Antonio Climent shares the secrets to building culture and a strong leadership pipeline for Laureate International Universities.
https://www.hrotoday.com/news/engaged-workforce/higher-learning-lessons-in-leadership/

Topic 2: Top Trends in the Future of HR and Hot Topics for 2020

Top trends on the future of HR

- Talent acquisition panic
- AI as a partner not a threat
- Data insights continuing to evolve
- More pressure to become "agile"
- The role of culture in employer brand
- New focus on where work is being done
- Important to strong diversity and inclusion program

Hot topics

- Legal development of marijuana
- Challenge of pay transparency. Pay equity. Gender Gap.
- Culture of Accountability. Take ownership to resolve programs rather than push on to manager to resolve.

Resources:

1. *HRO Today* **Article—"The Conundrum of Cannabis"**
Experts offer strategies to help navigate the complex landscape of marijuana legalization and workforce safety.
https://www.hrotoday.com/news/talent-acquisition/screening-selection/the-conundrum-of-cannabis/

2. *HRO Today* **Article—"The Digital Divide"**

In a time of skills scarcity, leading organizations are adopting a multi-dimensional approach to talent acquisition and development.
https://www.hrotoday.com/workforce-management/the-digital-divide/

3. *HRO Today* **Flash Report—"How Social Media Builds Employer Brands"**
Employer brand represents who an organization is and what they stand for, setting the stage for the expectations of both current and future employees. For many companies, social media has become a key element.
https://www.hrotoday.com/market-intelligence/research/flash-report-how-social-media-builds-employer-brands/

4. *HRO Today* **Article—"Going Beyond Basic Benefits"**
Organizations are starting to offer packages that support the complex lives of employees.
https://www.hrotoday.com/news/engaged-workforce/benefits/going-beyond-basic-benefits/

Keep an eye out for the 2020 HR forecast in the upcoming December issue of *HRO Today*!