

# CHRO Today Executive Network



Part 1: 2:00 PM – 3:00 PM ET (Content Session)

Guest Speaker:

Alex Smith, Head of Strategy and Execution, HCM - Public Sector, Oracle North America, Former, CHRO, City of Memphis

***HR Leader to HR Leader: How to Best Position and Use Technology to Advance the HR Function.*** Key things to think about in expanding HR's technology capability, partnering with IT and change management.

Part 2: 3:00 PM – 3:30 PM ET (Shared Problem-Solving Discussion)

- Question from the group?
- Understanding and addressing the development needs of the organization

**Alex Smith**

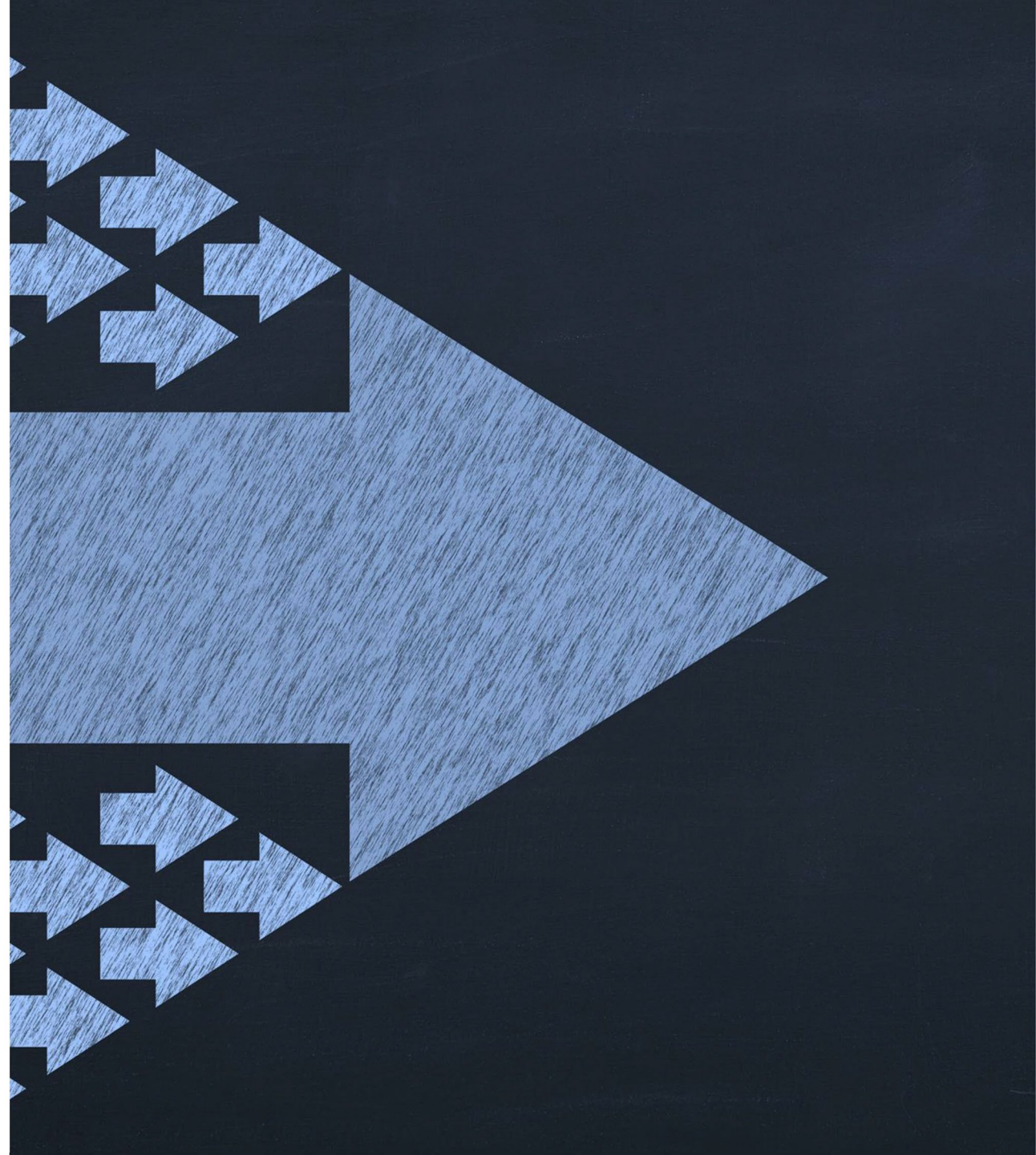
Head of Strategy and Execution, HCM  
- Public Sector, Oracle North America  
and Former, CHRO, City of Memphis  
[alexandria.smith@oracle.com](mailto:alexandria.smith@oracle.com)



# MOVING FORWARD

HR Leader to HR Leader how to  
best position and use technology  
to advance the HR function

Alex Smith  
Head of Strategy and Execution, Public Sector, Oracle  
Former CHRO, City of Memphis  
April 2024





# My Name is Alex Smith.

## Home

Memphis, TN

## Current Role

Head of Strategy and Execution, HCM, Public Sector at Oracle

## Previous Employer

Former CHRO at City of Memphis

Previously worked at Target, Microsoft, and Brightstar

## Also . . . . .

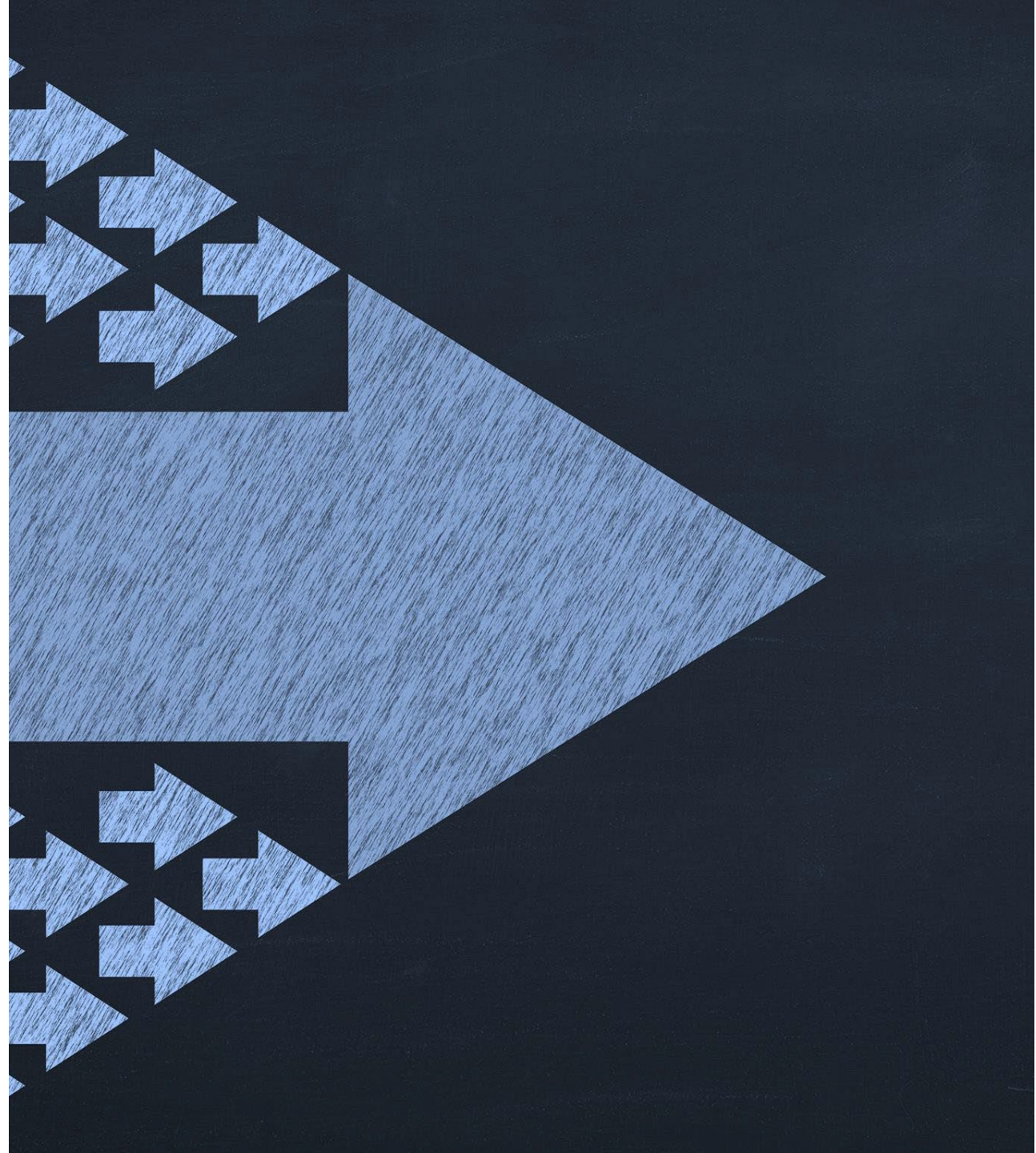
Working Mom, Board Member,

Author, Professor, Influencer,

Spa Enthusiast

# Today's Agenda

1. City of Memphis Story
2. Lessons Learned
3. Group Discussion





# The Memphis Story

## From Manual to Paperless

### Vision

New administration focused on making life better for constituents

### Assess

Understood current processes and employee pain points, current technology

Selected Oracle Cloud

### Started Transformation

Formulated new strategy, aligned resources, Leadership buy-in

Aligned people, process, and technology to new strategy

### Transformed

Cloud Implemented  
Organizational restructure

90% Paperless by end of 2019

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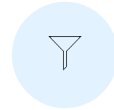
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# How Technology Moved Us Forward



## Accountability

Clearly see bottlenecks and process lags.



## Capacity

Automation and re-engineered processes freed up capability to work on more impactful projects



## Confidence

The success of implementing gave team members confidence to take on new challenges.

Overall helping HR team members to see themselves differently.

# Lessons Learned

Key things to think about in expanding HR's technology capability, partnering with IT, and change management



## Vision

Be clear about the outcomes you are looking for and your vision for the organization.



## Respect Grief

Technology change can feel like a "death" of a process or way of working for employees.



## Find Advocates

Locate project advocates at all levels of the organization to maintain momentum.



## Collaboration

Working across departments to drive rapid decision-making.



## Necessary Fight

Willingness to change current policies to align with best practices.



## Talent Investment

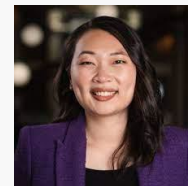
Invest in upskilling your team members.

# Discussion

Implications of new  
technology, AI and  
generative AI, for HR



**“HR and business leaders are being drawn into the conflict between the competitive advantage the technology can provide and concerns about negative implications like unintended bias.”**



**Kerry Wang**

CEO and co-founder of Searchlight  
SHRM HR Technology Conference &  
Exposition in Las Vegas (2022)

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# What should HR consider doing to mitigate the risk of AI bias and discrimination?

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The Equal Employment Opportunity Commission seal is displayed on a window at the headquarters in Washington.  
Andrew Harrer/Bloomberg

Sept. 21, 2023, 11:19 AM CDT; Updated: Sept. 21, 2023, 5:27 PM CDT

## New EEOC Enforcement Playbook Features AI Hiring Bias Focus (2)

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**When you think about 2030, what new positions do you think will emerge in HR?**

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**How do you  
prepare leaders  
and employees to  
best take  
advantage of new  
technology?**

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**How should C-suite HR view technology and what to expect/demand from it?**

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# Final Thoughts





# Thank You.

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