The Midwest Business Group on Health (MBGH) provides unbiased information, tools, education and purchasing opportunities to help an employer gain more value from its benefit spend.

Through MBGH's affiliate, the Midwest Health Purchasers Collaborative (MHPC), as a member of MBGH you can leverage the combined lives and health care dollars of multiple employers to obtain lower costs, improved services and enhanced value in your health benefits.

**The Pharmacy Benefits Buyers Group: Caremark and OptumRx PBMs**
- Join a national group of over 800,000 lives that offers self-funded employers the option of contracting with either Caremark or OptumRx PBMs
- Obtain annual audits and market scans to ensure you get the correct and best prices – without an additional access fee

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- Gain access to group rate negotiations to reduce premiums for fully-insured Blues HMOs
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**Discount Imaging Services: Relevant Health Care**
- Reduce the high costs of MRIs, CTs and PET scans by using an Illinois and national network of free-standing imaging centers offering substantial discounts
- Receive communication support and a concierge service to guide employees for maximum utilization of the discount network

**Diabetes Management Programs: Taking Control of Your Health(TCYOH) and Livongo Health**
- TCYOH is a value-based program where waived co-pays for drugs tied to face-to-face pharmacist diabetes-certified coaches leads to better health and lower costs for workers and dependents with diabetes
- Livongo provides real-time glucose meters, enabling immediate reaction to the daily monitoring from providers, coaches and family members

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- Support consumerism by using one of our transparency vendors that enable a worker to select providers based on cost and quality
- Information and personalized support are available via online, mobile app and phone

Learn more at: www.mbgh.org/resources or call 312-372-9090
FEATURE

The Robotics Process Automation Train is Coming... Time to Jump On-Board

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Be a Part of the Upcoming HR Leader Editions

Submit an article for any of these themes to buzz@hrmac.org.

October 2017
FALL ISSUE—VOICE OF THE EMPLOYEE
Deadline for submissions 8/18
How can we capitalize on the voice of our employees? We’ve long known of the importance of employee surveys to engage the workforce and support necessary change efforts. Today’s employee has an even stronger desire to share ideas and be part of positive change. Share your ideas by submitting an article on how we can solicit both quantitative and qualitative data in various ways—traditional collection tools, apps, pulse surveys, even assessing passive data on employee behaviors.

January 2018
WINTER ISSUE—EMBRACING CHANGE
How can we capitalize on inevitable—and potentially really exciting change? We need to shed those change reactions that bog us down: fear, confusion and lack of focus. Instead, let’s get poised for action by promoting adaptive leadership, creating work approaches that are consistent yet flexible and building agility into the fabric of our work culture. Have you seen this work? Share your experiences in an article!

April 2018
SPRING ISSUE—DIVERSITY & INCLUSION
How can we capitalize on changes in diversity and inclusion? An inclusive approach in talent acquisition, retention and succession planning has been proven by many to lead to organizational success. Has your organization turned ideas into action and reaped the benefits of an inclusive culture? How about those unconscious biases that may need to be addressed? Submit your articles on fostering a diverse and inclusive culture.

Submit your article to buzz@hrmac.org for inclusion! Also, share the latest news of your organization with the HRMAC community! Contribute announcements, promotions, awards and more so we can continue to celebrate members’ success. Submit a brief notice to buzz@hrmac.org to be included.
I’d like to thank the HRMAC community for the privilege and responsibly of leading the HRMAC Board this year. I’m truly excited about the opportunity to help HRMAC continue to grow and thrive in this next phase of our organization. As you know, this year HRMAC will face the biggest change we have faced in a long time. Bernadette Patton, after 17 years, has decided to leave HRMAC. We are incredibly grateful for Bernadette’s leadership. It has been through her leadership that HRMAC has grown into this unique association with more than 200 volunteers working on HRMAC annually, and with 700 member companies supporting our organization.

This is a year of transition for HRMAC as we begin to build a partnership with SmithBucklin. This partnership will strengthen our association for our members and help us to accelerate our strategic plan. We strongly believe SmithBucklin will be able to assist us by providing access to specialized resources, technology solutions, bench depth during our busy periods as well as an infrastructure that will free up time so that our President & CEO can spend more time focused on our strategic plan and members, versus the day-to-day operational challenges.

While some things will change this year, like HRMAC’s office location, most things will not change for our members. Our mission of “Lead, Connect and Grow” will continue to be the foundation of HRMAC. The Board will continue to set strategy and priorities, we will continue to have a dedicated President & CEO, and our culture and value will remain at the core of our association.

The board is focused on continuing to work on the following 5 initiatives. These areas of focus emerged from our 2016 planning session and are intended to help us address known challenges and support our future vision. The 5 initiatives are:

1. Continue to gain further clarity on who HRMAC serves and what your needs are through more board outreach
2. Continue to evaluate and modify our products and services relative to these target markets to ensure we are addressing your professional needs
3. Consider how we better leverage technology to engage our membership and deliver products and services
4. Create a multi-year financial plan that generates funding to invest in new products, services and technology
5. Give permission to the Board, committee chairs and any volunteer engaged with HRMAC to think creatively about programming and challenge the status quo

In order to accomplish these strategies, we need you the members of this volunteer association, to get involved on a committee and bring your fresh ideas and perspectives to help make this YOUR HRMAC!

Together, all of us—the HRMAC operations team, the Board of Directors and you, the volunteer community—can make the mission of HRMAC of “Lead, Connect and Grow” come to life in new ways so we continue to meet both the challenges and opportunities in our profession!

I look forward to serving you and HRMAC in these coming months.

Vicki Slomka
Senior Vice President of Global Human Resources
Ideal Industries

Want more information?
Email us at hrmac@hrmac.org

“How does HRMAC stay relevant for the next 100 years?”
It’s Time for HR to be a Strategic Contributor

By Maria Forbes, Managing Director, Root, Inc.

Long have we been talking about the transformation of HR and how its role and significance is shifting within our businesses. There is opportunity now for HR to evolve further and be a strategic contributor and influencer in the future success of our organizations. The workplace of the future is arriving—one where an all-inclusive talent market overtakes traditional full-time employees as the norm—and HR is helping to guide the way for a smooth transition.

Global Brands Already View HR as a Strategic Contributor

While it might seem far-fetched for large, established organizations to experiment with new ways of working—they have to—and they are. These organizations have undertaken significant steps to evolve their HR functions—bringing in experts from other disciplines like engineering, marketing and other areas to collaborate. As a result, they’re establishing a more unified organization that appeals to the modern workforce.

If your CEO, CTO and CFO are not already planning for these changes, the Chief Human Resources Officer (CHRO) must lead the discussion. It is time for HR to move from strategy-reactive HR to strategy-proactive HR, which finds and engages the best talent, wherever it sits in the world … starting right now.

The Five Forces of Change

Exactly how is the workplace changing? Just take a look at this visual to see a depiction of the Five Forces of Change (page 5) affecting the nature of work, our nature of workers and the nature of our organizations:
1. Exceptional pattern of technology change
2. Social and organizational reconfiguration
3. A truly connected world
4. All-inclusive global talent market
5. Human and machine collaboration

When these forces are impacted by shifts in the world population—from changes in fertility to an aging population—combined with technology empowerment via innovations like the cloud and the Internet of things (IoT), we see major changes for the future of work. The macro and micro trends make one thing clear—the workplace and our workers are evolving, and organizations need to prepare.

Are you ready to embrace the Five Forces of Change?

Ready to Begin the Journey?

I am intimately aware of how HR functioned in the past and how the leading global brands are transforming HR today, both at organizational and functional levels. Based on this experience, I’d like to share four important tips for those ready to dive into elevating HR to the role of a strategic contributor:

1. Gather the relevant data that illustrates current market changes and forecasted trends. Today there is a consensus of trend data available, illustrating that current talent pools will not be refilled by our usual sources. We also know the full-time employee cannot be assumed to be the norm. So, we must prepare for shifts in where the best people will be found. It’s time to consider technological advances so you can tap into worldwide talent and engage specialist talent (when we need them) wherever they are.

2. Use this data to help engage with the CEO, the full leadership team and key influencers. As the HR lead, you are probably already looking at this sort of data … but, is the rest of the senior leadership team? They too need to understand why traditional employment practices are evolving. As a strategic contributor you need to educate them on how world population dynamics, technological advancements, and the new workforce’s preferred social and democratic working ways are evolving the norms of employment practices today. Be sure to reinforce that if there isn’t support in place for this change, it’s going to adversely impact the business strategy.

How you get their attention and buy-in is important. Lead with the data that tells the story and have the top team, including you, explore it and talk about it together. Do not go in with ‘the answer.’ A foregone conclusion from HR, or anyone for that matter, prohibits group dialogue and shared ownership of ideas and solutions.
Engaging your CEO and C-suite is an important first step. Don’t wait for the strategy to be handed down and then present new information that may have been vital in defining the strategy.

Once you’ve educated them on the impending changes, grabbed their attention with your data and garnered their support, you have set the stage for how HR can drive strategic action for the business.

Collaborate with business leaders to assess the impact of these forces on your organization and competitive landscape. HR doesn’t own this issue on its own. Your goal is to get everyone involved. Ideally, after hearing the facts, all of your leaders will be asking what they need to do at a company level to take advantage of these insights, and how they need to prep their part of the business for change.

When we take a force of change, like workforce mobility, there are many interpretations as to what that means to an organization. Take all the forces into consideration before you discuss what you want to become, as it is far more effective to start with a vision of the future state and then work back to where you are today. Freeing yourself of current business constraints by immersing your thoughts in the future world, and describing what type of organization you must be in the future, assures your relevance and competitive strength when you get there.

Prepare your HR Leaders and Managers too. You should also look at how HR needs to change and how it will develop its capabilities to activate and manage the right organization talent model for the future. To smoothly adapt to the changes, you need your people aligned on this vision. HR must sing from the same song sheet when engaging with the rest of the business.

CHROs need to ensure their colleagues really do understand the forces of change, the potential impact on the organization, and the importance of addressing a different talent agenda. Prepare them to have intellectual, informed discussions with their teams that lead to ‘sense making’ discussions within the business and within the HR function.

The Time is Now for HR to be Viewed as a Strategic Contributor

With knowledge of the forces of change, and potential impacts on your industry and functions, your HR colleagues will have a clear understanding of the pace of change required, and will bring their specialist knowledge about talent trends and capabilities to strategy discussions regarding the future of the business.

Maria Forbes is the Managing Director at Root, Inc. She can be reached at mforbes@rootinc.com.
The Secrets to Creating a World-Class Onboarding Program that will Thrill Your CEO

By Chris Williams, Managing Director, Root Inc.

Your CEO probably doesn’t wake up in a cold sweat thinking about your organization’s onboarding program, but maybe (s)he should.

- 33% of new hires look for a new job within the first six months (more among Millennials).1
- Employee turnover costs are estimated to range between 100% and 300% of the employee’s salary.1
- It typically takes eight months for a new hire to reach full productivity.1

These are a few statistics illustrating why it’s essential to engage new hires—starting on Day One! To help you defy the odds, here are tips on how to connect with, mobilize and ultimately retain your new recruits. More importantly, you’ll have your CEO purring because (s)he will have a more productive, tenured and engaged workforce driving his/her change agenda.

Creating a World-Class Onboarding Program

The best onboarding program has these seven traits:

1. It’s designed from the new-hire backwards. Organizations typically focus on content versus how to successfully transfer that knowledge. We have five generations in the workforce, a rise in workplace flexibility, and people glued to their cell phones—all reasons to think harder about how we meet our employees ‘where they’re at.’

2. It’s paced and sequenced over time. Often our top priority is to get people up to speed quickly. But, if the first six months to one year is the critical retention period, why should onboarding occur only during the first 30–60 days? Don’t get sucked into rushing your talent through heavy content in only a few days—onboarding is not a race.

3. It includes the puzzle box top. Many employees have no clue what goes on outside their department, yet it’s imperative for employees to collaborate across silos to help organizations innovate and adapt quicker. So immerse them in the big picture—the box top view.

4. It shows new talent how they connect to your strategy. If you hire someone, it means they are a critical part of your strategic plan—or at least they should be. Whether part of the house cleaning crew or a senior executive, each employee plays a role in bringing your strategy to life. Yet, typically the connection is fuzziest at best … or non-existent at worst. How can people execute a strategy if they don’t know what it is or how they connect to it? Great onboarding engages hires in your strategy. But remember, one-way tells do not work and PowerPoints kill! Leverage storytelling—it’s much more engaging.

5. It immerses new hires in your culture. Many talented hires struggle to assimilate into new cultures. Potentially even worse, new hires arriving in management and leadership roles often bring old cultures with them. Take time to immerse hires in your purpose and culture—and be honest about where you are on that journey. There’s nothing worse than being promised one thing and experiencing something completely different.

6. It tools up your managers. Remember, people don’t leave companies, they leave managers. So it seems crazy that front-line managers are the most undervalued and underinvested group within the workforce today. Most managers will say their workload keeps them from nurturing new employees. In that case, maybe we have them focused on the wrong thing? The number one job of your front-line managers is to develop and build high-performing teams. We need to make it easier for them to focus on this as their first priority.

7. It delivers the development road map. More and more, employees are leaving organizations because they don’t see any development opportunities. Most graduates want career advancement over anything else, yet instead of a clear development path, the journey feels more like a dirt track with a bunch of conflicting signs. I keep hearing complaints about Millennials wanting promotions before they’ve proven themselves. To counteract this, consider being more upfront about what their journey looks like, how long it takes and how they’ll get there to nip that argument in the bud.

The use of these seven steps can help you create an onboarding program that is strategic, effective and sure to create meaningful business impact.

Chris Williams is a Managing Director at Root, Inc. He can be reached at cwilliams@rootinc.com

1. Harvard Business Review “Technology Can Save Onboarding from Itself”
Talent Trends
Proactively planning for workplace disruption
By Dan Lezotte, PhD, Principal, Mercer* and Dan Rubin, Partner, Central Market Business Leader—Talent, Mercer

Automation. Digitalization. Gamification. Globalization. All of these are disrupting how, when and where work gets done, and the full impact is yet to be known. These forces are already driving significant change in organizations globally. The World Economic Forum is predicting significant shifts, not only in industries that are expanding and contracting due to this disruption, but also in the core and specialist skills needed to compete. The WEF predicts that by 2020, more than one-third of the core skills that will be required are not yet considered critical (WEF, Future of Jobs) and are not being taught in universities and colleagues today.

However, this disruption also presents opportunities. We believe that any insight into the challenges and opportunities ahead must be seen through the lens of both the Future of Jobs and the Future of Talent. Together, they will form the Future of Work and determine what will be required of organizations and their talent strategies to compete in this new world. These issues were explored in a recent global survey conducted by Mercer that gathered the perceptions of C-suite Executives, HR leaders and employees across 37 countries and 20 industries (Mercer Talent Trends Survey, 2017).

Four key trends emerged from the survey:

1. Growth by design. Companies are being bold about how they plan to redesign their organization and design future jobs. Fully 93% of surveyed executives will make organization design changes in the next two years. However, only 15% of HR leaders see organization design as a top priority. This disconnect must be addressed.

2. A shift in what we value. This year’s findings on what matters most to employees revealed a sharp focus on the contractual aspects of the employment equation—97% of employees want to be recognized and rewarded for a wide range of contributions (not just financial results or activity metrics). Pay competitiveness, benefits, and job security will be even more important factors for people when deciding whether to stay with an organization or deciding where to go next.

3. A workplace for me. Employee experiences are getting personal. This means companies are moving beyond segmented pay and benefits to a more nuanced value proposition—one that responds to individual interests and is brought alive through technology. In particular, employees want flexibility in terms of when and where their work gets done.

4. The quest for insight. Companies believe workforce analytics will be a key player in winning the war for talent. Yet, despite an increase in the volume and quality of talent data, many are struggling to derive meaningful insights to inform decision making.

How are progressive organizations addressing workforce planning challenges?
From the trends above, a common thread is how organizations plan and execute—at the individual and organizational level—to meet their future needs. On the macro level, strategic workforce planning has become more important as organizations are faced with challenges related to growth and expansion, scarcities of critical skills in the labor market, constant demands for profit improvement, insufficient pipelines for critical roles, and other challenges brought on by this rapidly changing business environment.

One way to understand this concept is by thinking about how workers “flow” into, out of, and within the organization. This is called an Internal Labor Market (ILM) analysis. It can help an organization to identify those levels within an organization where growth is needed, and can also identify “choke points” based on gender, function, race/ethnicity, etc. where people are exiting the organization in higher proportion due to limited opportunity.

The data currently available in most organizations can be presented in ways that illustrate all levels of employees in a new and powerful way so that key people initiatives can be addressed. Armed with the “big data” collected, companies can continue to get smarter about deriving insight and taking action. *

Dan Lezotte* is an organizational psychologist and Principal in Mercer’s Workforce Strategy & Analytics Practice. He can be reached at Dan.Lezotte@mercer.com.

Dan Rubin is a Partner with Mercer who leads Mercer’s Career consulting business in the Central U.S. and the North America Talent Management practice. He can be reached at Dan.Rubin@mercer.com

* Dan Lezotte was chosen as a speaker for the upcoming Research Series.

www.HRMAC.org
Are All the Great Leaders Spoken For?

Why you need to rethink leadership development in this increasingly tight talent market.

By Ed Chaffin, PCC and President, IMPACT Group

Employers are facing the worst talent shortage since 2007. Recent headlines claim the U.S. is close to full employment, with the unemployment rate dropping to 4.4% (the lowest since May 2001).

It’s becoming increasingly difficult to find great leaders, and companies feel the crunch:
- 46% struggle to find available talent
- 56% are not ready to meet leadership demands
- 75% believe leadership skills are hard to find in new recruits

It takes more than a nice open position to convince rising leaders to leave their current roles. And it takes more than training to prepare them for future leadership positions. As Baby Boomers leave the workforce at an unprecedented pace and inexperienced leaders step in to take their place, accelerated development programs are your best strategy to ensure they hone key leadership capabilities fast.

Yet, companies aren’t doing a stellar job of implementing effective leadership programs.

Organizations realize the need to address leadership development challenges is paramount—89% rate it as ‘very important.’ However, 56% report they are not ready to meet leadership demands.

For those with training programs in place, only 40% believe their programs deliver ‘some’ value. Twenty-four percent state they yield ‘little to no value.’

These numbers will do little to overcome the talent gap and create a succession pipeline that is teeming with ready-now successors. In an increasingly right talent market, your organization can’t afford to flounder your way through development programs. Deloitte University Press believes “the traditional leadership development paradigm is simply not delivering what is expected and necessary.”

So why do we continue to use the same, tired models, hoping for different results? Leveraging a new approach is necessary to overcome the leadership capability gap present in our workforce today.

Your next great hire already works for you.

It’s possible that you don’t need to look outside your organization for new recruits — your A-Team may already be in your backyard. Your current talent is invested in your company, understands your culture, and knows how business gets done. It’s up to you to challenge them, cultivate their skills, and retain them for the long-haul.

Effective leadership development shouldn’t be viewed as a training manual, a one-hour session, or even a one- or two-day workshop. It also shouldn’t fall on your current leaders. As Bersin reports:

Deploying a variety of learning approaches is essential to increase the leadership skills in your rising talent. A multimodal learning approach using proactive coaching, seminars, cohort learning sessions, and skill-development projects reinforces learnings and solidifies gains.

Measurable, actionable results are achieved when individuals have a clear plan to apply the learnings to their everyday jobs. The most impactful learnings come through real-life, stretch assignments. These assignments need to be backed with coaching support to objectively assess successes and growth opportunities, visible executive and management support within your organization, and cohort development opportunities so rising leaders hone their ability to share and grow from one another.

These stretch assignments create risk for the employee, tunnel their vision into select

Prepare for the future.

- Examine current talent pool. Who are key candidates for development?
- Revamp development strategy. How can you put a new approach to work?
- Identify function, department, or team. Where should you pilot an integrated program?

56% of current leaders fail to build talent for competitive advantage
53% can’t inspire people to follow them
40% don’t execute and achieve results through their people

How will you retain your future leaders?

- 51% of workers are looking to leave current jobs
- 34% of employees plan to leave current role in next 12 months

66% of satisfied employees are open to new employment
leadership competencies vital for your business, and allow them to make direct contributions. While short-term business ROI is not the main purpose of accelerated leadership development programs, it is often a result when future leaders are challenged to leverage their learnings in real-life situations. This is the ultimate win-win.

Unlock the potential of your current talent and drive organizational results today!

With approximately $164B spent on development programs, those valuable resources can’t be wasted on under-delivered training. Leveraging a fresh take on leadership development means:

- Implementing action-based learning projects so rising leaders are challenged to connect key ideas to their everyday roles.
- Pairing high-potential team members with a one-on-one coach to objectively identify areas of strength and opportunity.
- Ensuring continuous manager support to facilitate career growth.
- Providing team members with one-on-one executive meetings to increase their exposure within the organization.
- Facilitating cohort learning sessions so rising leaders can grow together.

Start utilizing these ideas today to have the biggest impact on employee advancement and transform the results of your leadership development efforts.

Ed Chaffin is the President of IMPACT Group. He can be reached at echaffin@impactgrouphr.com.

Sources
1. Employers Are Facing the Worst Talent Shortage since 2007, SHRM.org, 2016
3. Employers Are Facing the Worst Talent Shortage since 2007, SHRM.org, 2016
4. 20th CEO Survey, PwC, 2017
The Robotics Process Automation Train is Coming…

Time to Jump On-Board

By Jon Powell, Executive Director, People Advisory Services, Ernst & Young, LLP

IF YOU ARE A CHRO, then your marching orders sound something like this…

“Win the war for talent.”

“Develop and retain our high performers.”

“Get people in the door faster…but make sure we’re hiring strategically.”

“Do more with less.”

“Reduce headcount.”

“Think globally.”

“What can I do to get out in front of these demands, demonstrate business leadership, and impact our entire workforce in a positive way?”

One answer is Robotics Process Automation, or RPA for short. Of course there is no “silver bullet” to address the workforce challenges listed above, but RPA might be the most fundamental technology shift affecting business processes in the latest decade. In fact, Gartner predicts that 30–40% of existing business process services are likely to be impacted by RPA, and that Smart machines will replace 1 in 3 jobs by 2025.

If you are not actively looking at how to apply Robotics Process Automation, you should, because RPA:

• Is a low-risk, low-cost, noninvasive technology that can help you optimize your back office, middle office or repetitive front office functions
- Increases productivity and quality while reducing costs, with minimal investment and a payback period of less than one year
- Generates 25–40% in sustainable cost savings
- “Takes the Robot out of the human!”

The future workforce will include Robots as one of the four components. Each component requires its own workforce strategies for recruiting, developing and retaining the talent. The Robotics workforce, which is today’s focus, also requires a workforce management strategy—not for the Bots, but for the humans whose jobs will continue to evolve.

**RPA DEFINITION**

There is a fair amount of confusion regarding Robotics. Terms such as “robots,” “augmented technology,” and “artificial intelligence” are related, but tend to overcomplicate what RPA actually does. The easiest way to describe RPA is as “software that mimics human behavior.” (See Figure 1) The more this human behavior is “rule-based,” repetitive, and requires digital inputs, the more effective and efficient will be the RPA solution.

In general, any process that follows rule-based decisions and requires digital inputs can be described in a flowchart, and then translated into one of the many RPA tools, like Blue Prism. Note that there is very little programming. RPA is a Business Driven activity, but it does require close collaboration with Information Technology specialists.

Once you select one of the RPA vendors, adding the Bot is like adding an employee. That is, the Bot is given a unique log-in ID, password, and an access profile that fits the role (e.g., Recruiter). This allows the Bot to log-onto the system, access your recruiting application, send and receive emails, enter data into your HRIS, and any other rules-based task you would ask an employee to do while logged into their computer. Except the Bot doesn’t mind transferring data from your recruiting vendor to your on-boarding application, or sending emails to candidates asking for missing information for the third time. In fact, your Bot will do this 24 hours a day, seven days a week with 100% accuracy… without any technology changes to your legacy applications, or interfaces to your recruiting vendor systems, or automated interfaces to any systems at all!

**RPA ACROSS THE ENTERPRISE**

The ease of deploying RPA, combined with the ability of the business to drive it has sparked RPA deployments in every function in the enterprise, including: Finance & Accounting, IT, HR, Supply Chain, Legal, Internal Audit, Tax and Sales. RPA is able to automate

<table>
<thead>
<tr>
<th>HR Process</th>
<th>Automation Opportunity</th>
<th>Illustrative Use Case</th>
</tr>
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<tbody>
<tr>
<td>Data Management</td>
<td>Automate management of business and people requests:</td>
<td></td>
</tr>
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</table>
- Processing of multiple person, job data and position management administration requests across multiple systems in multiple formats (e.g. ESS, MSS, smart forms etc)
- Builds confidence in data accuracy, ensuring managers and employees own person data
Remove processing delays: 
- Manager and employee requests acted upon in real time therefore approvals are raised with immediate effect and system changes are made in real time, removing delays for users requiring data changes in place |
| Onboarding | Assess, prepare and create new joiner data: | 
- Identify and review new joiner documentations; validate approvals and update system or tracker
- Update new joiner person, job and organization data in core HR systems to create person ID
Streamline information across disparate corporate systems for preparation on Day 1: 
- Trigger notifications to internal departments including IT, security and Payroll to initiate laptop requests, building access, payroll validation, line manager and third parties to commence background screening |
| Payroll Reconciliation | Conduct standard payroll processing activities: | 
- Confirm that earning and deduction files are complete and request additional information for any incomplete files
- Import earnings and deductions batch files into payroll system and initiate and review gross-to-net calculations
- Review prior period reports for exceptions and escalate exceptions to designated reviewer
- Close payroll and notify Treasury/Accounting & generate trial GL entries |
| Termination | Consolidate leaver input from business areas and feed to downstream systems: | 
- Identify and synchronize data from various business units, accounting for variances (e.g. email notifications, online forms, self-service)
- Update to leaver person, job and organization data in core HR systems, enabling notifications to line manager, payroll
- Accelerated notification to security to remove corporate access to internal systems |

![Figure 1 – RPA vs. Cognitive Intelligence](image1)

![Figure 2 – HR Processes for RPA](image2)
end-to-end manual processes, especially those with the following characteristics:

- Data intensive
- Repetitive in nature
- Rule-driven
- Triggered electronically (e.g., receiving an email)
- Involve manual calculation
- Suffer high error rates
- Contain sensitive content
- Can also be performed outside normal office hours

Hence, in HR, there are many processes that exhibit these characteristics, including (See Figure 2):

- Data management
- Onboarding
- Payroll reconciliation
- Termination

Let’s look at a specific “Use Case” for RPA in the Onboarding Process. Before RPA is applied, there are many points of failure that negatively impact the new joiner’s experience. The time required to process a new joiner (once all the forms are complete) is two hours.

After RPA is used, the process looks quite a bit streamlined. And now, the time required to process a new joiner (once all the forms are complete) is three minutes!

If we think of the on-boarding example as a use-case, we see that there are definite implications of robotics for your workforce:

1. You will be able to focus your people on tasks that require higher-order thinking, which in turn will drive increased employee engagement. As you implement RPA, your employee responsibilities and accountabilities will continue to evolve, especially where only portions of a process are automated, and when variations are required to tailor processes for local adoption or compliance needs.

2. You will not need as many FTEs on repetitive, rule-based processes, which will allow you to redeploy resources to solving the biggest and most pressing problems.

3. Your workforce will likely require upgraded skills training, and your recruiting pools may change to account for the higher level of skills and experience you need to attract and retain.

4. If your company’s rewards, job levels, promotions, etc., are still based on the antiquated notion of how many FTEs a manager or leader is responsible for, then you will need to change your company’s metrics, as well as its definition of leadership.

5. Over time, your employees will expect to perform less and less administrative and repetitive tasks, which will continue to raise the bar for RPA, as well as for cognitive intelligence solutions.

RPA BENEFITS

Significant cost savings (20–60%) do drive RPA use, however, other benefits are often
what organizations are seeking when they explore RPA (See Figure 3):

- **Low-Risk** This is non-invasive technology that is overlaid on existing systems, and integrated with existing data. This minimizes any disruption to IT strategy, architecture or master data.

- **Business Driven** Business processes can be automated by the business with very little IT knowledge.

- **Reliable** Bots run 365 days a year, and can be operated 24 hours/day.

- **Accuracy** The right result, decision or calculation the first time, every time.

- **Audit Trail** Robust audit logs essential for compliance, maintained in a central, secure environment.

- **Scalability** Instant ramp up and down to match demand peaks and troughs.

- **Consistency** Identical processes and tasks, eliminating output variations.

- **Right Shoring** Geographical independence reduces need to offshore jobs while still delivering cost savings.

**Types of Benefits Examples**

<table>
<thead>
<tr>
<th>Types of Benefits</th>
<th>Examples</th>
</tr>
</thead>
<tbody>
<tr>
<td>Save on human effort</td>
<td>Reduce people expense by automating frequent manual repetitive tasks, improving exception handling and moving work to best location</td>
</tr>
<tr>
<td>Increase value add of talent and lower attrition risk</td>
<td>Improve knowledge worker value add by increasing focus on highest return activities (i.e., time dividend) and improve their satisfaction/retention by eliminating dull routines</td>
</tr>
<tr>
<td>Reduce costly errors and improve quality</td>
<td>Improve auditability (every step could be logged), consistency, and control over error-prone manual activities that elevate risk, non-compliance, financial or reputational harm</td>
</tr>
<tr>
<td>Do more faster and shorten critical path</td>
<td>Reduce end-to-end time to handle peak periods, meet deadlines, and smooth post-M&amp;A integration by virtually connecting disparate systems and data sources</td>
</tr>
<tr>
<td>Speed to value realized</td>
<td>Supplement architecture toolkit for functional ETL, virtual API, and simulated web service to speed deployments without consuming scarce IT/capital resources</td>
</tr>
</tbody>
</table>

**CONCLUSION**

RPA, although not a silver bullet to solve all HR challenges, is a way for HR to demonstrate business leadership. Once introduced into the organization, the benefits will be readily apparent, and RPA will enjoy a viral-like spread to all functions where there are repetitive tasks. HR can lead the way in demonstrating how to address workforce management implications, and then support the operating units in their journey.

Thus, RPA goes a long way to resolve certain HR challenges, and puts the CHRO squarely at the table. At the same time, it triggers the need for a workforce management strategy to accommodate a new kind of employee, and to accommodate the impacts of RPA to existing employees. So, HR can introduce RPA to the organization, or wait to hear about it when the business is implementing it. One way or the other, RPA is in your future!

- **Be ready with business case** Having a detailed understanding of the current cost of the business process to be automated. It is difficult to prove savings that could be achieved with a robot unless it can be quantified against the cost of human employees.

- **Collaborate with IT team in novel ways** Getting the buy-in of the IT team is essential to the project’s success. IT support is critical to tackle new issues: capacity planning and failover for servers and storage, licensing of virtual machines, and network latency and response times.

- **Return on Investment (ROI)** Typical RPA projects include multiple functional “pilots” and the RPA program can be completed in 9 to 12 months with an ROI < 1 year and develop.

- **Engagement and Talent Retention** Shifts mind-numbing work to Robots, allowing your human talent to create, innovate.

**LESSONS LEARNED**

In our experience implementing RPA with ourselves and our clients, we have learned some important lessons to keep in mind as you start your journey:

- **Develop robotic skills** Learning or hiring additional skills in testing and quality assurance to handle bottlenecks that may not surface until robots are executing processes at a scale and are subjected to variables of live virtual machine environments.

- **Explain business costs to C-suite executives** Getting the buy-in of C-suite is the first step, which involves explaining the business case for the cost of robotic vs. in-house or offshore FTEs.

“RPA is estimated to lead to a 30–35% reduction in entry level roles and increase mid level roles.”

—Everest Group

Jon Powell is an Executive Director at Ernst & Young. He can be reached at jon.powell@ey.com
Join the Commemorative Celebration of #HRMACSUMMIT

HRMAC’s SUMMIT 2017 is the ultimate event to develop, lead and advance within Chicago’s human resources community. The event returns this year on Thursday, October 19 at the Donald E. Stephens Convention Center in Rosemont, celebrating its special 20th anniversary! This year will feature new and exciting changes including a new event app and scavenger hunt; a new expo floor plan with the Connection Center for networking, technology and conversations; and an expanded education schedule. Attendees will have the opportunity to select from over fifteen education breakouts, including powerful keynote presentations. This is Chicago’s HR event of the year filled with leadership, inspiration, and innovation. Here is why you should not miss this event!

ELEVATE YOUR KNOWLEDGE

Summit will kick off with Margot Lee Shetterly, writer, researcher, entrepreneur and the author of Hidden Figures: The American Dream and the Untold Story of the Black Women Mathematicians Who Helped Win the Space Race, a #1 NYT bestseller and inspiration for the #1 movie in America. Margot will discuss the true story of the black women mathematicians at NASA who helped fuel some of America’s greatest achievements in space, discuss the issues faced involving race and gender throughout their journey, and overcoming the career advancement barriers.

A powerful, dynamic closing session will conclude the Summit with global futurist and author Jack Uldrich, who will present The Big AHA! How Artificial Intelligence Will Transform Human Resources. In this enlightening, entertaining and educational session, Jack shares insights from his book, Business as Unusual: How to Future-Proof Yourself Against Tomorrow’s Transformational Trends, Today. He outlines the ten trends—and especially on Artificial Intelligence—that will transform the human resources world of tomorrow. Jack will also identify concrete actions businesses can take today to future-proof themselves against “the tides of tomorrow.”

EXPAND YOUR NETWORK

The expo is a focal point of the day’s activities and offers attendees the unique opportunity to compare products and services, while meeting the professionals who can help solve business challenges. Check out the interactive floorplan at www.hrmac.org to provide you with real-time information on the companies that will be exhibiting. Meet with exhibitors, and learn from them during the Industry Knowledge Sessions. The TED Talks-style presentations will provide free-flowing, 20-minute lectures on critical HR topics throughout the day, in their new location in the foyer.

There will be numerous opportunities to network with peers including at the Connection Center right on the show floor. This new area will provide a place for attendees to meet up with familiar faces and network with new connections, learn from experts during the new “Answers on the Hour,” and use the charging station to keep devices powered up while you use Summit’s new event app. The app will provide access to all event information, such as an exhibitor listing and a virtual attendee roster; the education schedule with speaker bios, and the ability to submit your feedback on education breakouts through the in-session evaluation feature. Don’t forget to be a part of the conversation on social media using #HRMACSUMMIT to stay connected throughout SUMMIT 2017.

TRANSFORM YOUR THINKING

The top reason why HR professionals attend Summit is for the robust education schedule—there is really something for everyone! This year, Summit will feature a Super Session led by Charmaine McClarie on Executive Presence: What’s Real, What’s Useful & What’s Not. This session will provide a valid concept that, if properly understood and acted upon, will lead to personal and career success. You will learn the critical role that “executive presence” plays in the promotion and derailment of your career, and what’s real in executive presence from what’s not and deliver proven practical steps for you to take action.

Back by popular demand, the Learning Sessions will be led by supplier-client duo presentations that focus on emerging HR trends based on a case study format. Here’s a glimpse of what you can expect at SUMMIT 2017:

- Scott Kiefer, Partner and Vice President, Oliver Group will co-present with Brett Walsh, VP of Human Resources, Graycor to explain the levels of leadership and how your organization can develop its leaders at each level. This session is based on the book, The Leadership Pipeline, and shows how today’s companies can keep their leadership pipeline filled and flowing to ensure a steady supply of skilled leaders throughout the organization.

- Alex Draper, Founder and President, DX Learning Solutions LLC will co-present with Arie Wiglama, Leadership Development Manager, Discover Financial and Paul Bulski,
Leadership Development Manager, Aurora Health Care in a session called Next Practices for Developing Newly Promoted Leaders. Research shows that failure rates of new leaders range from 40 to 60%. Learn how to explore and better serve your first time leaders with the use of applicable and powerful experiential learning tools in this session.

Sarah Buck, Director of Strategic Growth, Root Inc. will co-present with Monica Riederer, Director of Strategy Planning of Northwestern Mutual on a session called Creating Meaningful Transformation—Understanding Northwestern Mutual’s Change Journey. Find out how Northwestern Mutual successfully empowered 6,000 home office employees and 9,000 independent field representatives to embrace the organization’s new focus on advanced digital solutions to better serve their clients in their quest to achieve financial security—creating a more concise focus on bridging the gap between what the industry provides and what clients need, want and deserve.

Anjoo Rai-Marchant, Chief Customer and Technology Officer, HighGround will co-present with Cheryl Johnson, Chief Human Resources Officer, Echo Global Logistics, in a session titled Build a High Octane Company and Culture by Giving in to Millennial Demands. Echo implemented a technology suite to serve as a platform where the Millennial workforce can now enjoy recognizing their peers for living company values and celebrating successes, in turn reinforcing desired behaviors and incentivizing top performers. Learn how Echo’s process identified high performing employees and provided greater transparency across the enterprise.

Kelly Renz, President & CEO, Novo Group, Inc. will co-present with clients Kristen Chang, Lead Recruiter/VP, Baird, and Tom Slaski, VP of Global Human Resources, GMR Marketing, on a session called Talent Management in the Fast Lane: Winning Talent When Candidates are in the Driver’s Seat. Companies that don’t change or adapt will be left behind in the war for talent. In this session, they will discuss and share the future talent landscape and how candidate expectations have changed over the past 5 years.

Lindsay Hunter, Senior Consulting Actuary, Willis Towers Watson will co-present with Annette Doorhy-Cranley, Vice President, Health and Wellness Manager, Northern Trust and Curt Whitehead, Director Total Rewards, Shopko Stores Operating Co, LLC, on a session called In and Outsourcing: Harnessing Technology to Transform HR. With a changing workforce and an ever-growing list of demands being placed on HR, it is critical that employers consider how technology can help fill in the gaps. In this session, clients will discuss their culture, autonomous history, and their decision processes that led them to engage externally for solutions. Whether you’re an HR practitioner of a large or small organization, the information and clients representing both sectors will provide diverse perspectives.

The CHROnly Session returns this year for an exclusive networking and education opportunity for CHROs only. More information about the presentation will be shared over the summer. If you are the chief human resources officer at your organization or a CHRO in transition and full conference registrant, you are invited to this session. Please note your interest in attending during the registration process. Your attendance will be confirmed by HRMAC.

For more details and the complete schedule, visit the SUMMIT 2017 website. Interested in exhibiting or sponsoring? Contact Deanne Rockola Altman at exhibits@hrmac.org or call 301-200-4616x103.

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Early Bird Pricing Good Through September 15!

HRMAC members should take advantage of early bird discounts through September 15. The early bird discounts provide a savings of $120 on the first registration. If you would like to send multiple staff, you will receive a $200 discount for each additional registration from the same company. Group registrations of ten are available and provide ultimate savings of more than $2,000 for registering a team of ten. Visit www.hrmac.org for complete details and to register now—don’t miss the deadline!
ARTIFICIAL INTELLIGENCE (AI) is like the Industrial Revolution on steroids. It is poised to transform virtually every industry on a scale that will leave many people breathless. The human resources profession is no exception. Here are five ways AI (defined as an intelligent machine that perceives its environment and takes actions that maximize its chance of success at some goal) will impact HR in the near future:

1. Faster Candidate Screening.
   The Cleveland Clinic, Mount Sinai and MD Anderson Cancer Center are already using IBM’s Watson (which uses a powerful type of AI) to rapidly, accurately and affordably diagnose complex cancers. In this same way, innovative HR departments will soon leverage AI to streamline the screening process. Imagine reducing the time it takes to find and interview the “perfect” candidate from days down to hours. Soon that will be possible thanks to AI.

   In March 2016, Google’s Alpha Go, an AI system designed to play the ancient Chinese board game Go, defeated one of the world’s best players. In a quirky move—now dubbed “Move 37”—the AI system played a move so unconventional that it left its human opponent, Lee Sedol, thinking the machine had made an amateur error. Only a few moves later did the brilliance of the move become apparent and Alpha Go went on to win the game. In the future, prudent HR managers will employ AI to similarly identity unconventional candidates who can not only help them look brilliant but also help their companies achieve great victories.

3. Eliminate Biases.
   In many large corporations, the board of directors still lacks diversity. As a result, these boards sometimes experience “groupthink.” To alleviate this problem, an innovative Hong Kong venture capital firm recently added an AI to its board of directors. The reason was not to replace the board, but rather to help them “see what they’re not seeing,” ask those questions that aren’t being asked, and to challenge basic assumptions. Farsighted HR departments and managers will soon utilize AI in a similar capacity. It is human nature to want to hire people that remind us of ourselves. AI doesn’t have this same bias and can therefore help bring true diversity—and its inherent benefits—into companies, large and small.

4. Enhance Productivity.
   The Amazon Echo is not yet two years old and already hospitals have figured out how to use the AI platform to enhance the productivity of nurses by five to ten percent. The Echo does this by freeing nurses from having to spend precious time answering basic patient questions (e.g. when are meals being served, when will they be discharged) Many human resources professionals also spend a fair amount of time answering simple questions about sick leave, FMLA, benefits coverage and vacation time. Soon, AI “chatbots” will handle these simple questions and allow HR professionals to focus on only the most important and complex issues.

5. Make You Smarter.
   Tesla, which recently surpassed General Motors to become the most valuable car company in America, now embeds AI into every automobile it manufactures. This not only results in each car becoming smarter after it leaves the show floor, it actually increases the value of the automobile over time because the car becomes safer. In this same way, AI will make HR personnel smarter by helping identify which employee needs what training, and when. And once it has done this, AI will help deliver personalized training modules to those employees.

AI will, of course, do a lot more than these five things. It will also help with scheduling, workflow automation, and the onboarding process—among other things. The time is now to AI put into the middle of HR (HAIR). The advance of AI might feel a little scary and intimidating, but those who embrace it and adapt will be experiencing a lot of good “HAIR” days in the future!

Jack Uldrich is a global futurist, keynote speaker and the author of 11 books.
One of the most valued member benefits are the free interest group programs offered to all HRMAC members. Interest groups are in-person learning programs that represent the key functional areas of HR; two geographic groups; a group geared for young professionals; and a group for colleagues in transition or seeking career development. These programs deliver the latest thought leadership on all aspects of HR, and many programs offer accreditation. Below are recaps of a few of the most popular interest group meetings that took place this past quarter.

**North/Northwest Interest Group, 05.12.17**

**A Seat at the Table—The Right Mindset**

The dynamic Diane Kubal, President/CEO at Fulcrum Network, Inc., led a lively, thought-provoking discussion with the following “Golden Triangle” panelists:

- Rick Boutilier, Jr., President & Chief Executive Officer, Intermatic Incorporated
- Maureen A. Cahill, Senior Vice President and Chief Human Resources Officer, Blue Cross Blue Shield Association (BCBSA)
- Bill Grogan, Senior Vice President and Chief Financial Officer at IDEX
- Paula Erickson, Senior Vice President, Global Chief Human Resources Officer, Beam Suntory Inc.

This distinguished panel of c-suite professionals shared stories and lessons learned along their career journeys and the value HR provides to the business.

HR must be a key thought partner and influencer while understanding the business in which they support to be a catalyst for change. This partnership is not built overnight, trust is gained over time. In fact, crisis situations have been an opportunity for HR to shine, provide solutions and build credibility. While HR professionals will always have a tactical component, there is a more strategic opportunity today to add value with talent and build an infrastructure with the right people in the right seats.

Challenges shared by CHRO’s Maureen and Paula include work life balance and overcoming the former perception of the HR function as “administrative”. They described their role as building relationships and delivering solutions to the business. The best HR partners understand not just the people, but the financials and push to make the right decisions faster. The new strategic HR department must use technology in workforce planning and analytics to drive rigor in everything they touch.

From the business side, Rick and Bill, felt the best HR business partners pushed them to make the right decisions faster and challenged them. They understood how to structure the business and support operations with thoughtful recommendations. Everyday their HR partners bring experiences to build a best in class organization. The entire panel stressed the importance of having a holistic perspective of the business and strong financial skills.

Businesses are in constant change. This partnership between HR and the c-suite must be proactive to navigate the future and be competitive. Simplify to create solutions that will get traction. Look to HR to identify internal capabilities and gaps which will influence a better outcome. Rich and Bill both agreed three qualifying traits in a strong HR leader include intellect, good judgement and character. HR must continue to add value to solidify their seat at the table.

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"A Seat at the Table—The Right Mindset", North/Northwest Interest Group, May 12, 2017. Submitted by Jodi Caplin, Cognizant Technology Solutions, LFGSM Adjunct Faculty
Young HR Leaders Interest Group, 05.04.17

Embracing the New Normal—Building Change Agility in an Evolving Marketplace

Agility, or the ability to pivot quickly to deliver value, is a strategic differentiator and current hot topic across industry and company size. Constant change is the new normal and driven by the dynamic world in which we live. Recent studies show that agility is critical for success, top-of-mind for many executives, and linked to profitable growth. An organization’s ability to pivot quickly to the next priority leads to better performance, and an edge on the competition. Panelists gathered from CTO2, Health Care Service Corporation (HCSC), kCura, and McDonald’s Corporation to discuss best practices on what companies and HR leaders are doing to stay agile and how to integrate agility into human capital strategies and talent solutions.

Companies recognize agility as a learnable skill that can be strengthened in its people and embedded in an organization’s processes and culture. “Agile is about speed, being able to pivot, and being thoughtful about delivering value,” said Heather Corallo, Co-Founder and Chief Operating Officer at CTO2. “Building a feedback culture to enable foresight, learning, adaptability and resilience is critical to understanding how engaged and agile people are feeling about the things happening around them,” continued Dorie Blesoff, Chief People Officer at kCura.

Organizations also adopt new mindsets to enable agility. “We put a premium on making things happen,” said Michael Kosiarek, Sr. Director of Global Organization Design at McDonald’s Corporation. “We went from silos to globalizing support functions to enable cross-functional collaboration.” The removal of barriers that inhibited cross-functional collaboration to deliver results required people to adopt a new mindset to achieve results together.

However, organizational agility is achieved through the collective result of each individual. Employees at any level may strengthen their agility through application and practice of the following tips:

- **Be an agile learner.** “An agile learner is one who can pivot quickly. It is about how well you learn new things and remain open. Operating with a growth mindset that sees and embraces opportunity and learns from failure is key,” said Blesoff.

- **Deliver value thoughtfully.** Define the purpose, direction, and understand how it connects to the big picture. Take time to ask yourself and your customer, “Why are we doing this? How is it delivering value?” “You can go as fast as you want, but if you don’t have the right direction, it can turn into chaos. Take note of what’s not delivering value and suggest to stop it,” Corallo said.

- **Stay aware of what’s happening around you.** Take note of the context in which you are working and where things are moving. Read the news, industry reports, and network with peers to understand factors and trends driving change to your industry or line-of-business, and where you need to go. “You can’t respond quickly if you don’t understand where you are today, and what’s happening around you,” said Kosiarek.

- **Operate with a coaching mindset.** Beyond managing processes, HR’s role is to understand the needs of the business and respond quickly and iteratively to serve them. Advise your customers or partners to think through what's needed, and ask questions to understand the human capital or people perspective of said issue. “Stay curious, and make sure you are always introducing the right questions to enable your customers to achieve their goals,” Kosiarek said.

Employee Relations Interest Group, 05.03.17

Managing the Complexity of Time Off

With new laws and regulations around sick leave, it’s hard to fully understand who these rules apply to and as an employer how to implement. While regulations are currently evolving, and vary by state, the panel assembled by the Employee Relations Interest Group focused much of the discussion on federal and Illinois guidelines. Attendees left this session with a better understanding of what a covered employer is as well as who is a covered employee.

HR professionals know that they are required to post a notice and inform employees of any required call-in procedures. Times have changed and employers must consider a method of notification that isn’t overly burdensome to employees, such as allowing a phone call, text message, or email.

Our panelist also provided insight on the new regulations including:

- Employers can only ask for certification after 3 days
- Employers can set increments in which the time can be used
- Employers can have a waiting period to use the sick leave no longer than 180 days

The panel also discussed how much of an administrative burden it is to manage FMLA. If your company does outsource that aspect then there needs to be communication to employees so they know not to ignore request coming from the outsourced company.

Overall there are a lot of changing coming for employers. Be sure to review the regulations to ensure your company is following the rules.

Submitted by Ashley Tsolis, PHR, Alliant Insurance Services, Account Manager, Co-Chair – Employee Relations Interest Group, v.312.595.6514

Submitted by Katy Khurana, Organizational Effectiveness Consultant, Health Care Service Corporation

Andrea Barry, a member of the HRMAC Board of Directors, is now the Chief Human Resources Officer of Methode Electronics.

HRMAC Board of Directors Treasurer Steve Merkin is now with RoundTable Healthcare Partners as the Senior Vice President of Human Resources.

HRMAC Vice Chair Angela Hills was promoted to Executive Vice President, People and Culture at Cielo.

Echo Global Logistics, Inc. has been named one of Chicago’s 2017 Best and Brightest Companies to Work For. This is the second year in a row Echo has earned this recognition.

TalentRISE is excited to announce that Mr. Michael J. Stein has joined our client Signode Industrial Group as Director of Global Marketing, based in their Glenview, IL office. He reports to Ken Hoffman, Senior Vice President–Global Marketing & Innovation.

The Steely Group, a national staffing and search firm with Clinical, Healthcare and Human Resources recruiting divisions, is pleased to announce that founder and president Julie Heneghan has received the 2017 Enterprising Women of the Year Award from Enterprising Women magazine.

Submit your updates to buzz@hrmac.org!

HRMAC welcomed 20 NEW MEMBERS during the last quarter:

- BDT Capital Partners, LLC
- Berlin Packaging
- Blustor PMC, Inc.
- CIVIS Analytics
- Cloud5 Communications
- Extenet Systems, Inc.
- Holberg Financial
- Interpark
- Kinsley Group
- Mecc
- Meltzer Hellrung, LLC
- Millennium Trust Company
- Novipax
- One Positive Place
- Redbox
- The Anti-Cruelty Society
- Topco Associates, LLC
- V&V Supremo
- Videojet Technologies, Inc.
- Zinda.xyz

JUNE NETWORKING EVENT

Arrivals, Departures & Connections Reception

HRMAC held an extra special summer networking event this year. On June 15th, hundreds of HRMAC members gathered at The Metropolitan Club at the Willis Tower.

The evening celebrated the arrivals of the new HRMAC board members, the connections in the HRMAC community and, perhaps most important, the departure of HRMAC’s President and CEO, Bernadette Patton.

Bernadette served as the President and CEO of HRMAC for nearly 18 years. Her impact on the community and the association will have a lasting effect for years to come. Cheers to Bernadette and her future endeavors!

2017 Golf Outing
August 30, 2017

Visit www.hrmac.org for registration and sponsorship opportunities. Secure your foursome and hole sponsorship today!

18th Annual HRMAC Golf Outing

This popular event has a new location this year! Join us at Schaumburg Golf Course for 18 holes of golf followed by a fantastic reception at Chandler’s.

The HRMAC Golf Outing is the perfect excuse to step away from the office for the day and enjoy an outdoor event with good food and good friends. This welcoming event is perfect for both experienced and new golfers as well as HR practitioners and service providers.

Location
Schaumburg Golf Course & Chandler’s
401 N. Roselle Road, Schaumburg, IL

No matter what your budget...
HRMAC has Sponsorship Opportunities for You!

Sponsoring a HRMAC event listed below is a great way to gain exposure and brand recognition! There are a variety of investment levels, opportunities, and benefits. Find the perfect level for your organization and secure your sponsorship today!

To request detailed information on sponsorship opportunities and benefits, email Marguerite Allegretti at mallegretti@hrmac.org.

HRMAC will again offer a two-year renewal option to save you time and money! Renew through June 30, 2019, and you’ll receive a 10% discount, plus your current dues rate will be locked in through 2019.

SUMMIT 2017
Investment $1,500–$20,000

LEADERSHIP SERIES
Investment $3,500–$10,000

CHRO ROUNDTABLES
Investment $2,500

WEBINARS
Investment $2,000

INTEREST GROUPS
Investment $1,600–$3,000

ANNUAL GOLF OUTING
Investment $100–$1,500
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August 30, 2017

Have you renewed your membership dues?
Log into the HRMAC website so you don’t lose access to our high-value benefits!

Register by 9.15.17 to take advantage of early bird savings!