



CHIEF HUMAN RESOURCES OFFICER ACADEMY

Presented by

The National Academy of Human Resources

ACADEMY XXI – JUNE 8-9, 2022

AGENDA



12:00 p.m. – 1:00 p.m. Eastern

Optional Lunch

1:00 p.m. – 1:55 p.m. Eastern

Session 1: Welcome

- NAHR and NAHR Foundation Overview
- Introduction of Participants and Faculty
- Opening Remarks

Ms. Jill B. Smart*

NAHR & NAHR Foundation President
NAHR Fellow
Formerly CHRO
Accenture



2:00 p.m. - 2:55 p.m. Eastern

Session 2: CHRO Role Overview

CHROs belong in the C-suite not only for their role in managing companies' critical assets - its talent - but also because they make the C-suite team more effective. They help focus the team as a cohesive unit and by doing so, support the organization's mission. As a result, CHROs play many roles, and prioritizing those roles is critical.

Mr. William S. Allen

NAHR Secretary-Treasurer
NAHR Fellow
President
Allen Advisors, LLC
Formerly CHRO
Macy's Inc.



Ms. Tracy Keogh*

NAHR Director
NAHR Fellow
Chief People Officer
Great Hill Partners
Formerly CHRO
HP, Inc.



Professor Patrick Wright

NAHR Foundation Trustee
NAHR Fellow
Thomas C. Vandiver Bicentennial Chair
Department of Management
Darla Moore School of Business
University of South Carolina



3:00 p.m. – 3:55 p.m. Eastern

Session 3: CEO Speaker: The CEO and CHRO Partnership

Having a true business partnership with the CEO is critical for a CHRO to be successful. A relationship built on mutual respect, trust, confidentiality, and open and candid conversations, even if they are difficult, needs to be established quickly. In this session we will hear from a CEO and his CHRO who have successfully built this type of relationship. We will also hear overall perspectives on HR from the CEO.

Mr. John Murabito*

NAHR Chair
NAHR Fellow
Formerly EVP and Chief Administrative Officer
Cigna Corporation



Mr. David Cordani

Chairman and Chief Executive Officer
Cigna Corporation



4:00 p.m. – 4:15 p.m. Eastern

Break

4:15 p.m. – 5:40 p.m. Eastern

Session 4: Compensation Matters

One of the key roles of the CHRO is working with the Board and the Compensation Committee on executive compensation for the CEO and senior leadership team. A panel of experienced CHROs and compensation experts will offer their perspectives on working with the CEO and the Board's Compensation Committee on a broad spectrum of topics, the potential tension of serving the Committee and managing the expectations of senior management, and addressing investor and activist expectations of incorporating ESG/DEI metrics into executive incentives. The panel will offer insights on other compensation topics such as using compensation to attract and retain talent, transparency in compensation, and pay equity.

Mr. Timothy Bartl

NAHR Director
NAHR Fellow
President & Chief Executive Officer
HR Policy Association



Mr. Timothy Richmond

NAHR Fellow
EVP & Chief Human Resources Officer
AbbVie



Charles Tharp, Ph.D.*

NAHR Distinguished Fellow
Professor of the Practice
Management, & Organizations Dept.
Boston University
Questrom School of Business
Boston University
Senior Advisor, Research and Practice
HR Policy Association



5:45 p.m. – 6:00 p.m. Eastern

Group Photo

6:00 p.m. – 8:00 p.m. Eastern

Reception and Dinner

Session Concludes for the Day

7:00 a.m. – 8:00 a.m. Eastern

Optional Breakfast

8:00 a.m. – 8:55 a.m. Eastern

Session 5: Working with the Board and C-Suite

This session focuses on three important aspects of the CHRO role:

- Working effectively with the Board
- Establishing yourself as a member of the executive leadership team
- Working with the Board on CEO and executive succession

As well as offering perspectives on each of these topics, CHRO presenters will share experiences, suggest some “do’s” and “dонт’s” and help you think through your own approach to each of these critical elements of the CHRO role.

Mr. Lucien Alziari*

NAHR Director
NAHR Fellow
EVP & CHRO
Prudential Financial, Inc.
Formerly SVP & CHRO
A.P. Moller-Maersk



Ms. Kathleen S. Barclay

NAHR Immediate Past Chair
NAHR Fellow
Formerly SVP, Human Resources
The Kroger Co. and General Motors



Ms. Laurie Siegel

NAHR Fellow
Founder
LAS Advisory Services
Formerly SVP, HR & Internal Communications
Tyco International



9:00 a.m. – 10:25 a.m. Eastern

Session 6: Managing Today and Tomorrow's Workforce

Today's workforce is very different from yesterday's, and tomorrow's will likely be very different from today's. Attracting, retaining, and motivating the workforce is and will be more difficult than before considering the challenges presented by the Great Resignation, labor shortages, the increasing voice of the employee, the desire for workplace flexibility, the widespread use of contingent and other labor models, changes in labor relations, and litigation over HR practices.

Mr. Steve Fry*

NAHR Fellow
SVP, Human Resources & Diversity
Eli Lilly and Company



Ms. Pamela O. Kimmet

NAHR Foundation Trustee
NAHR Fellow
Chief Human Resources Officer
Manulife
Formerly CHRO
Cardinal Health, Inc.
Formerly SVP & CHRO
Coca-Cola Company



Professor David Lewin

NAHR Foundation Trustee
NAHR Fellow
Neil H. Jacoby Professor Emeritus
of Management
UCLA Anderson School of Management



10:30 a.m. - 10:45 a.m. Eastern

Break

Session 7: The Modern HR Mindset: Creating a Culture That Leaves Your People and Organization Net Better Off

This session will be an interactive discussion that explores the responsibility of organization leaders to leave one of their most important stakeholders - their people - better off as a result of working for them. We will share cutting edge research by Accenture and Marriott, and explore the sweet spot that organizations can invest in to power a culture that unlocks both human potential and organizational growth, along with the role of Modern HR to make that vision a reality. The research is based on a comprehensive survey of 3,200 C-Suite executives, half of which were HR decision makers and over 15,600 workers spanning 15 industries and 10 countries. We will hear from CHROs from three companies to discuss examples in their organizations and how they approached culture and human potential in their role as CHRO.

Mr. Lucien Alziari

NAHR Director
NAHR Fellow
EVP & Chief Human Resources Officer
Prudential Financial, Inc.
Formerly SVP & CHRO
A.P. Moller-Maersk



Mr. Daniel Marsili

NAHR Director
NAHR Fellow
Formerly Chief Human Resources Officer
Colgate-Palmolive Company



Ms. Christy Pambianchi*

NAHR Foundation Vice Chair
NAHR Fellow
EVP & Chief Human Resources Officer
Intel
Formerly EVP & CHRO
Verizon Wireless, Inc.
Formerly EVP, People & Digital
Corning, Inc.



Session 8: Diversity, Equity & Inclusion (DE&I) in the Workplace

Ensuring an organization embraces and benefits from having a diverse workforce and an equitable and inclusive culture continues to be a challenge for business leaders and HR leaders in particular. This session will include a discussion rooted in culture and the role of the CEO in creating a culture of diversity and inclusion and how it is HR's responsibility to enable the CEO to lead as a leader of a diverse and inclusive culture versus HR continuously implementing new programs that do not have the intended outcomes on a sustainable basis.

Ms. Kathleen S. Barclay

NAHR Immediate Past Chair
NAHR Fellow
Formerly SVP, Human Resources
The Kroger Co. and General Motors



Ms. Johnna Torson*

NAHR Fellow
Senior Advisor
Pitney Bowes, Inc.
Formerly CHRO
Pitney Bowes, Inc.



Ms. Elease Wright

NAHR Vice Chair
NAHR Fellow
Formerly SVP
Aetna, Inc.



Lunch

1:45 p.m. – 2:40 p.m. Eastern

Session 9: New Expectations for Corporations, the Greater Focus on Environmental, Social and Corporate Governance (ESG) and the Opportunity for HR

A seismic shift is underway as Washington gridlock and the lack of trust in government causes the public to increasingly expect corporations to take the lead in solving social problems rather than seek legislative or regulatory relief. During this session, we will look at some of the trends behind this shift, the changing expectations that corporate leaders should take a public position on social issues, and the growing focus by investors on environmental, social and governance (“ESG”) issues. Many of these issues implicate HR policies, including diversity, gender and racial pay equity, the impact of technology on employment, employee reskilling and retirement readiness. We will also address the external and internal implications for companies and the opportunity for the HR function to influence how companies respond to these challenges.

Ms. Marcia Avedon*

NAHR Director
NAHR Fellow
Formerly EVP, Chief HR, Marketing & Communications Officer
Trane Technologies, Inc.
Formerly SVP, HR, Communications & Corporate Affairs
Ingersoll Rand, plc.



Ms. Tracy Keogh

NAHR Director
NAHR Fellow
Chief People Officer
Great Hill Partners
Formerly Chief Human Resources Officer
HP, Inc.



Mr. Dan Yager

NAHR Foundation Trustee
NAHR Fellow
Senior Advisor, Workplace Policy & CEO Emeritus
HR Policy Association



2:45 p.m. – 3:40 p.m. Eastern

Session 10: HR Strategy and Operations

Leading the HR function requires both strategic and operational leadership. Leading the function requires developing a people and talent strategy that best enables the business strategy; having the right overall HR capabilities to include structure, talent, and operating model; embracing the importance of analytics in HR today; and having a tangible way to measure the HR team's success using metrics and a scorecard.

Mr. Richard Antoine

NAHR Immediate Past President
NAHR Director, NAHR Fellow
President
AO Consulting, LLC
Formerly Global CHRO
The Procter & Gamble Company



Ms. Marcia Avedon

NAHR Director
NAHR Fellow
Formerly EVP, Chief HR, Marketing & Communications Officer
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Mr. John Murabito*

NAHR Chair
NAHR Fellow
Formerly EVP & Chief Administrative Officer
Cigna Corporation



3:45 p.m. – 4:30 p.m. Eastern

Session 11: Preparing for the Unforeseen, Hyper-Disruptive Events

The past two years have made it clear that we need to expect the unexpected, including pandemics, cyber security breaches, natural disasters, and political and civil unrest. This session will discuss the lessons learned during these challenging and unprecedented times and what we can do to improve our preparedness for such events and events that we cannot yet even imagine.

Mr. Steve Fry

NAHR Fellow
SVP, Human Resources & Diversity
Eli Lilly & Co.



Ms. Pamela Kimmet*

NAHR Foundation Trustee
NAHR Fellow
Chief Human Resources Officer
Manulife
Formerly Chief Human Resources Officer
Cardinal Health, Inc.
Formerly SVP & CHRO
Coca-Cola Company



Mr. Ian Ziskin

NAHR Fellow
President
Exec Excel Group, LLC
Formerly Corporate VP, CHRO & Administrative Officer
Northrop Grumman Corporation



4:30 p.m. Eastern

Wrap-up

Session Concludes

Table Hosts:

Mr. Anthony Nyberg

NAHR Honored Organization Representative
Riegel & Emory Human Resource Center
Distinguished Moore Fellow
Department Chair
Management Department
Darla Moore School of Business
University of South Carolina



Mr. Joseph Ruocco

NAHR Foundation Chair
NAHR Fellow
Managing Director
Coastal Capital Partners
Formerly Senior VP, Human Resources
The Goodyear Tire and Rubber Company

