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**Chief Human Resources Officer Academy XV
June 14-15, 2017**

**Park Lane Hotel
36 Central Park South, New York, NY 10019**

National Academy of Human Resources (NAHR)/NAHR Foundation Chairs

Ms. Kathleen S. Barclay, NAHR Chair, NAHR Fellow
Formerly Senior Vice President, Human Resources
The Kroger Co. and General Motors

Mr. Richard W. Hallock, NAHR Foundation Chair, NAHR Fellow
Formerly Executive Vice President, Human Resources
Occidental Petroleum Corporation

Program Planning Committee

Mr. Richard L. Antoine
NAHR Director, NAHR Fellow
NAHR & NAHR Foundation Immediate Past
President
Formerly Global HR Officer
The Procter & Gamble Company

Mr. Benito Cachinero-Sanchez
NAHR Fellow
Senior Vice President, Human Resources
DuPont Company

Mr. Mark Huselid
NAHR Fellow
Distinguished Professor of Workforce
Analytics
D'Amore-McKim School of Business,
Northeastern University

Ms. Mary George Opperman
NAHR Fellow
Vice President & Chief Human
Resources Officer
Cornell University

Mr. Joseph B. Ruocco
NAHR Fellow
Ruocco Consulting, LLC
Formerly Senior Vice President,
Human Resources
The Goodyear Tire & Rubber Company

Ms. Susan Schmitt
NAHR Fellow
Senior Vice President, Human Resources
Rockwell Automation

Ms. Jill B. Smart
NAHR and NAHR Foundation President
NAHR Fellow
Formerly Chief Human Resources Officer
Accenture

Ms. Susan M. Suver
NAHR Director
NAHR Fellow
Senior Vice President & Chief Human
Resources Officer
Delphi Automotive PLC

Ms. Mara Swan
NAHR Foundation Trustee
NAHR Fellow
Executive Vice President
Global Strategy & Talent
Manpower Group

Mr. Charles G. Tharp, Ph.D.
NAHR Foundation Trustee
NAHR Distinguished Fellow
Executive Vice President, HR Policy Association
& Senior Advisor, Research and Practice
Center on Executive Compensation

Wednesday, June 14, 2017

All events will be held in the Ballroom – Salon A&B

11:30 a.m. – 12:15 p.m.	Lunch	
12:15 – 1:45 p.m.	<p>Session 1: <i>Welcome</i></p> <ul style="list-style-type: none"> • NAHR and Foundation Overview • Context Setting – HR in Today’s Environment • Introduction of Participants – Including one key contextual issue • Introduction of Faculty • Opening Remarks 	<p>Mr. Richard W. Hallock NAHR Foundation Chair NAHR Fellow Formerly Executive Vice President, Human Resources Occidental Petroleum Corporation</p> <p>Ms. Jill B. Smart* NAHR & NAHR Foundation President NAHR Fellow Formerly Chief Human Resources Officer Accenture</p>
1:45 – 2:45 p.m.	<p>Session 2: <i>Role of the CHRO</i></p> <p>CHROs belong in the C-suite not only for their role in managing companies’ critical asset—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.</p>	<p>Mr. Michael D’Ambrose* NAHR Fellow Senior Vice President & Chief Human Resources Officer Archer Daniels Midland</p> <p>Ms. Mirian Graddick-Weir NAHR Director NAHR Distinguished Fellow Executive Vice President, Human Resources Merck & Co., Inc.</p> <p>Ms. Jean Halloran NAHR Director NAHR Fellow Formerly Senior Vice President, Human Resources Agilent Technologies Principal and Founder Halloran Consulting, LLC</p>
2:45 – 3:00 p.m.	Evaluation and Break	

<p>3:00 – 4:00 p.m.</p>	<p>Session 3: <i>Leadership & Talent Development</i></p> <p>Companies with strong leaders and a deep bench of talent are more likely to outperform their lesser-talented competitors. A well-designed leadership and talent development process will produce these great leaders and produce ample talent throughout the organization. This session will provide participants with a framework on Leadership and Talent Development and will highlight:</p> <ul style="list-style-type: none"> • The key attributes of an effective development process • Best practices in leadership and talent development 	<p>Mr. Lucien Alziari* NAHR Director NAHR Fellow SVP and Chief Human Resources Officer Prudential Financial, Inc.</p> <p>Mr. Richard L. Antoine NAHR Director, NAHR Fellow NAHR & NAHR Foundation Immediate Past President Formerly Global HR Officer The Procter & Gamble Company</p> <p>Prof. Fred K. Foulkes NAHR Foundation Trustee NAHR Fellow Professor of Organizational Behavior; Director, Human Resources Policy Institute Questrom School of Business, Boston University</p>
<p>4:00 – 5:00 p.m.</p>	<p>Session 4: <i>Performance Management and Career Development</i></p> <p>Over the past several years major changes in performance management have evolved, with the biggest change being eliminating performance ratings and forced rankings, and improving discussions about performance achievement, development and career progression. This session will look at the impact of these changes and explore the next generation of change.</p>	<p>Ms. Marcia Avedon NAHR Director NAHR Fellow SVP, Human Resources, Communications and Corporate Affairs Ingersoll Rand, plc</p> <p>Mr. John M. Murabito* NAHR Director NAHR Fellow Executive Vice President, Human Resources & Services Cigna Corporation</p> <p>Ms. Elease Wright NAHR Secretary-Treasurer NAHR Fellow Formerly Senior Vice President, Human Resources Aetna, Inc.</p>
<p>5:00 – 6:00 p.m.</p>	<p>Session 5: <i>Developing HR Competencies and Capabilities</i></p> <p>Ensuring the HR team has the necessary capabilities is critical. This can be achieved through experience and training, hiring from the outside, and moving professionals into HR from other areas in the organization. Proper training of HR professionals not only positions them to add incremental value to an organization’s talent as well as to the overall business, but it also increases the HR team’s engagement and retention. This session will discuss both critical content and approaches for developing HR talent, as well as approaches for ensuring line supervisors and leaders are equipped to fulfill their people-related responsibilities.</p>	<p>Dr. Sanrupt Misra NAHR Fellow Chief Executive Officer, Carbon Black Business & Director, Group Human Resources Aditya Birla Management Corporation Pvt. Ltd.</p> <p>Ms. Sharon Taylor NAHR Foundation Trustee NAHR Fellow Senior Vice President, Human Resources Prudential Financial</p> <p>Prof. Patrick M. Wright* NAHR Director NAHR Fellow Thomas C. Vandiver Bicentennial Chair, Department of Management Darla Moore School of Business, University of South Carolina</p>

6:00 – 6:45 p.m.	Reception	All Participants and Faculty
6:45 – 7:30 p.m.	<p>Session 6: <i>CHROs in High Demand</i></p> <p>The bar for a CHRO is set high...by the CEO, the C-Suite, and the Board. During this session, you will hear stories and real life examples about how to meet, and beat, that bar.</p>	<p>Mr. William J. Conaty* NAHR Director NAHR Distinguished Fellow President, Conaty Consulting LLC Formerly Senior Vice President General Electric Company</p>
7:30 – 8:30 p.m.	Dinner	All Participants & Faculty
8:30 - 8:45 p.m.	Group Photo	All Participants & Faculty
8:45 – 10:00 p.m.	Networking Dessert & Cordials	All Participants & Faculty

The room will be open following dinner for coffee and cocktails and further discussion with Fellow faculty members.

Thursday, June 15, 2017

All events will be held in the Ballroom – Salon A & B

7:15 - 8:15 a.m.	Buffet breakfast	
8:15 – 9:45 a.m.	<p>Session 7: <i>Executive Compensation & Governance</i></p> <p>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 will offer their perspectives on working with the Compensation Committee on a broad spectrum of topics, the potential tension of serving the Committee and managing the expectations of senior management, and how to work with an activist investor.</p>	<p>Dr. Charles G. Tharp, Ph.D.* NAHR Foundation Trustee NAHR Distinguished Fellow Executive Vice President HR Policy Association & Senior Advisor, Research and Practice, Center on Executive Compensation</p> <p>Ms. Pamela O. Kimmet NAHR Fellow Senior Vice President, Human Resources Cardinal Health, Inc.</p> <p>Mr. Joseph B. Ruocco NAHR Fellow Ruocco Consulting, LLC Formerly Senior Vice President, Human Resources The Goodyear Tire & Rubber Company</p>
9:45 – 10:00 a.m.	Break	
10:00 – 11:00 a.m.	<p>Session 8: <i>Ethical Dilemmas</i></p> <p>As a CHRO you frequently will have to face and react to situations that pose ethical dilemmas to you and to the organization. Often these situations are not black and white and members of the management team may have quite different views about how best to address them. Through the use of several real life mini-case studies, three experienced leaders will help you frame the dilemmas, explore the use of your positional authority as a CHRO in these matters, and discuss strategies for resolution.</p>	<p>Mr. Benito Cachinero-Sanchez* NAHR Fellow Senior Vice President, Human Resources DuPont Company</p> <p>Ms. Mary George Opperman NAHR Fellow Vice President & Chief Human Resources Officer Cornell University</p> <p>David Lewin, Ph.D. NAHR Director NAHR Fellow Neil H. Jacoby Professor Emeritus of Management, Human Resources & Organizational Behavior Anderson School of Management, University of California at Los Angeles</p>

11:00 a.m. – 12:00 p.m.	<p>Session 9: <i>Succession Planning</i></p> <p>Amongst the biggest concerns for HR management is succession planning and the management of the talent resources. Ensuring that succession planning addresses challenges with diversity is also critical. This session will discuss approaches for planning well in advance for key successions, particularly for the CEO, and share examples of both successful and not so successful transitions.</p>	<p>Mr. Michael L. Davis NAHR Director NAHR Fellow Formerly Executive Vice President, Global Human Resources General Mills, Inc.</p> <p>Mr. Richard R. Floersch* NAHR Fellow Formerly Executive Vice President & Chief Human Resources Officer McDonald's Corporation</p> <p>Ms. Susan Schmitt NAHR Fellow Senior Vice President, Human Resources Rockwell Automation</p>
12:00 – 1:00 p.m.	Lunch	
1:00 – 2:00 p.m.	<p>Session 10: <i>CEO Speaker:</i> <i>The CEO and CHRO Partnership</i></p> <p>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 who has also been a CHRO who has successfully built this type of relationship. We will also hear overall perspectives on HR from a CEO.</p>	<p>Mr. David Pace NAHR Fellow President & Chief Executive Officer Jamba Juice</p> <p>Ms. Laurie Siegel* NAHR Fellow Formerly Senior Vice President, Human Resources & Internal Communications Tyco International</p>
2:00 – 2:15 p.m.	Break	
2:15 – 3:15 p.m.	<p>Session 11: <i>Workplace and Talent Analytics</i></p> <p>Organizations routinely spend up to 70% of revenues on workforce-related costs, yet the magnitude and consequences of these investments are often not well understood. This session will explore the history and evolution of modern workforce analytics, and focus on how analytics can help to execute workforce strategy. Finally, the presenters will describe practical applications of workforce metrics and analytics (both qualitative and quantitative), and how HR leaders can help build analytics capabilities within their own firms.</p>	<p>Mark Huselid NAHR Fellow Distinguished Professor of Workforce Analytics D'Amore-McKim School of Business, Northeastern University</p> <p>David Lewin, Ph.D.* NAHR Director NAHR Fellow Neil H. Jacoby Professor Emeritus of Management, Human Resources & Organizational Behavior Anderson School of Management, University of California at Los Angeles</p> <p>Ms. Susan Schmitt NAHR Fellow Senior Vice President, Human Resources Rockwell Automation</p>

3:15 – 4:15 p.m.	<p><u>Session 12:</u> <i>The Regulatory Environment</i></p> <p>Corporate America and its HR leaders will be challenged over the next several years by seismic changes in the political scene and the regulatory environment from many dimensions, including immigration laws, trade policies, tax statutes, and compensation regulations, and many others. This session will explore the possible directions these regulations can go and how CHROs can navigate through this environment.</p>	<p>Ms. Susan M. Suver NAHR Director NAHR Fellow Senior Vice President & Chief Human Resources Officer Delphi Automotive PLC</p> <p>Ms. Mara Swan NAHR Foundation Trustee NAHR Fellow Executive Vice President Global Strategy & Talent Manpower Group</p> <p>Mr. Daniel V. Yager* NAHR Fellow CEO & President HR Policy Association</p>
4:15 – 4:45 p.m.	<p><u>Key Takeaways, Wrap Up and Next Steps</u></p> <p>Evaluation</p>	<p>Ms. Jill B. Smart* NAHR & NAHR Foundation President NAHR Fellow Formerly Chief Human Resources Officer Accenture</p>

National Academy of Human Resources (NAHR) Fellow Table Hosts:

Ursula Fairbairn

NAHR Fellow
CEO & President, Fairbairn Group
Formerly Executive Vice President-Human Resources & Quality
American Express Company