2019 Human Capital Analytics Conference
Better Decisions, Better Organizations, Better Results

Pre-Conference
October 14, 2019
Human Capital Analytics and Diversity: Measuring and Maximizing ROI for Business Impact
The Conference Board
New York, NY

Conference
October 15 – 16, 2019
Westin New York at Times Square
New York, NY

www.conferenceboard.org/HCA
Unconscious bias remains a major challenge for individuals and organizations seeking to make progress in D&I. This shouldn’t be a surprise as everyone has biases, and many are deeply ingrained in how we think and act every day.

And employers have invested considerable resources addressing this issue – take for example Starbucks decision to close all its stores for an afternoon so as to provide all employees with anti-bias training. But how do you know if this training has been effective?

This session will look at common approaches to addressing bias and assess their effectiveness.

Lindsay Ciancetta, PhD, Inclusion & Analytics Strategist, Turner Construction Company

12:00 – 1:00 pm
Lunch

1:00 – 2:00 pm
Session E
You Can’t Spell Bias Without an A and an I: Countering Bias in Expert Systems in HR

People analytics – the focusing of so-called big data on human resources – is a tool for finding those factors that correlate with workplace success. Done right, people analytics can be extraordinarily powerful tools for testing, understanding and advancing the practice of human resources. Done incorrectly, and there is a potential to bake bias right into the core of your human resources activities. The story told about the future of people analytics is the stuff of utopian writing – that computers will take massive amounts of data (say, the history of your company’s hiring to date and the success or lack of success of candidates) – and derive from that data a way to select the best candidates for the job.

And because these processes are based on data, math and formulas, we are led to believe that the results will be free from the usual bias associated with hiring. Put more succinctly, people analytics should help us learn from the past to determine who will be more likely to succeed and who will be more likely to fail. Unfortunately, the truth is quite different. With smart lawyering, however, we can create better systems and help our organizations better understand (and thus manage) the risk associated with people analytics.

Steve Sheinberg, General Counsel, SVP, Privacy and Security, Anti-Defamation League

2:00 – 2:30 pm
Session F
Diversity and the Future of Work: Examining the Future Workplace Through a Generational Lens

There is currently much discussion about the challenges and opportunities of the multigenerational workplace. At the same time organizations are recognizing that many people in the workforce lack the skills necessary now and in the future as the workplace transforms.

This session will discuss a project at Emily Riddle Aeronautical University that attempts to better understand this mismatch and the generational component. This involves wide use of public data, use of qualitative and quantitative date and natural language processing to capture and analyze interview content.

Gordon R. Haley, Assistant Professor, Department of Management & Technology, College of Business, Embry-Riddle Aeronautical University

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and robotics the pace and profundity of change is increasing. And with the advent of AI, machine learning is part of a broader digitization of business analytics. The rapid growth and increasing sophistication of human capital analytics is part of a broader digitization of business and organizations. And they need to think creatively about how an analytical approach can inform D&I and business decision making.

This session will explore this evolution and address issues such as:
- Obtaining relevant data from engagement surveys
- Can you find out answers to questions you can’t ask?
- Traditional and non-traditional sources of information

Carolyn Broderick, Senior HRIS Analyst, Mt Sinai Health System

3:45 – 4:45 pm

Session H

Concluding Interactive Session: Using LEGO®SERIOUS PLAY® to Explore Belonging and How to Measure it

D&I often begins with a straightforward headcount measurement aimed at answering the simple question – what is the composition of my workforce? Then with an increasing focus on inclusion so organizations deploy more sophisticated measurements and analytics. In this session John Brewer will lead a highly interactive exploration of the power of belonging and initiate a conversation about how we might measure it and analyze its impact on the organization.

Piyush Mathur has been at the forefront of this transformation for many years and is not just one of the most astute observers of these changes but a foremost practitioner. In this session he will share how work and employees are changing, how digitization is transforming HR and the contribution human capital analytics can provide to creating great employee experiences and high performing organizations.

Piyush Mathur, Global Head, Workforce Analytics, Data Strategy and Governance, Johnson & Johnson

10:15 – 10:45 am

Networking Break

10:45 – 11:30 am

General Session C

The People-Data Inequality Problem: How to Leverage Operational Data Principles to Improve Your Employee Experience

Do organizations measure employee performance or turnover through annual census surveys of their workforce? Of course not. Yet when it comes to employee experience, many People Teams still rely solely on traditional surveys as the source of employee insights. Simply put, the way we collect and analyze operational (O) data has matured, yet experience (X) data lags well behind. In this session, learn how to maximize and mature your employee X data through O data principles and best practices.

Ben Granger, Sr, Principal, Employee Experience, Qualtrics

11:30 am – 12:15 pm

General Session D

Increasing the Impact of HCA With Network Analysis

Aside from technology, the defining characteristic of the digital workplace is greater connectivity and increasing teamwork. This has huge implications for HR touching on performance management, talent management, succession, D&I and other HR functions. And of course, it impacts the business.

In this session you will hear how one organization has used network analysis to add further value to human capital analytics and how it can support high performing digital workplaces. Specific examples will include retention, mergers and acquisitions and the workplace culture.

Joseph Ifiegbu, Director, People Analytics, WeWork

12:15 – 1:15 pm

Lunch

1:15 – 2:15 pm

Concurrent Session E1

Using Analytics to Measure and Drive Diversity and Inclusion

Put simply, the modern workplace is the diverse workplace and effective inclusion has become a key drive of performance for employers everywhere. Given its size and geographic footprint, Walmart has to make D&I priority and analytics plays a pivotal role in its success.

Donald Fan will share some of the key initiatives he runs in his role at Walmart including:
- Efforts to change mindset, increase knowledge and influence behavior

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• Application of agile and design thinking
• Using scorecards and dashboards to create ownership in the business
• Using predictive analytics to prepare the organization for the future

Donald Fan, Senior Director, Global Office of Culture, Diversity & Inclusion, Walmart, Inc.

1:15 – 2:15 pm
Concurrent Session E2
Using Predictive Analytics to Understand and Improve Sales Force Attrition
This session will provide an in-depth view of one organization’s application of analytics to the sales function. Issues discussed will include:
• Identifying the variables impacting attrition
• Discovering who is at risk of leaving and determining appropriate interventions
• Assessing the impact of age, team size and manager
• Working effectively with limited resources
• Applying the lessons learned elsewhere

Liz Schuller, Senior HR Analytics Consultant, Zurich
Michael Lemberger, Senior HR Analytics Consultant, Zurich

2:15 – 3:15 pm
Concurrent Session F1
Ensuring Your HCA Efforts Really Address Business Issues
In this session you’ll learn how Liberty Mutual developed and executed the agenda and change management plan to build and evolve how they addressed HCA to make sure they really addressed business issues. This session will provide examples of how analytics projects shaped HR and business strategies.

Paul Batten, VP People Analytics, Liberty Mutual

2:15 – 3:15 pm
Concurrent Session F2
Digital Transformation, Analytics and The Future of Work: How HR Can Respond to Changes in Working the Workplace and the Workforce
The increasing use and sophistication of human capital analytics is part of a broader shift that affects the what, where, who, and how of work. This session will explore this change and address issues such as:
• HR’s transformation journey - Why Transformation hasn’t been a game-changer. Why Digital HR won’t be a game changer. How HR capitalizes on the Future of Work.
• What will technology look like in the Future of Work? What will workers be like in the Future of Work?
• Charting a vision for the future - guiding principles for HR’s success in the next transformational journey.
• Charting a path for the future - Leapfrogging the old and getting to the new faster.

Wes Wu, VP Advisory Services, Visier

3:15 – 3:45 pm
Networking Break

3:45 – 4:30 pm
General Session G
Machine Learning for Recruiting
Ian O’Keefe has been a leader for a long time in the Human Capital Analytics community. He has recently focused his efforts on the application of Machine Learning in the recruitment process. JP Morgan Chase receives millions of resumes annually. Quickly finding high-quality talent amid the sheer volume of work involved is a top priority. Using algorithms to identify and prioritize candidates creates opportunities to improve efficiency and outcomes at a global scale. Critical to this approach, is addressing the issue of bias, experimental design during implementation, and change management to implement new processes and nudge behaviors throughout the organization. In this session, you’ll hear how Ian addressed these challenges and built a product that helps create measurable changes in behavior and improvements in recruiting outcomes for JPMorgan Chase.

Ian O’Keefe, Managing Director, Global Head of Workforce Analytics, JPMorgan Chase

4:30 – 5:15 pm
General Session H
Whom Do You Serve? Analytics for Good and Building Trust in Your Workforce
Dawn Klinghoffer and her team have built their analytics function at Microsoft on a simple but powerful principle – Trust. And her experience demonstrates that this approach makes possible the creation of what is acknowledged as one of the most advanced analytic s functions in North America.

Dawn will share her approach to analytics built on the three pillars of:
• Transparency
• Purpose
• Value

Dawn Klinghoffer, Head of People Analytics, Microsoft

5:15 – 5:30 pm
Closing Remarks

5:30 – 6:30 pm
Networking Reception

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Day Two: Wednesday, October 16, 2019

8:45 – 9:00 am
General Session I
Welcome
John Brewer, Program Director – Human Capital Analytics, The Conference Board

9:00 – 9:40 am
General Session J
Day 2 Keynote: Unlocking the Power of Empathy in Your Analytics Function
While making data-driven decisions and creating analytical recommendations are cornerstones of a successful analytics function, this session will ask you to consider the role of empathy in your analytics program. Jeremy will explore the use of empathy to improve hypothesis generation, data exploration, influencing others, and storytelling.

Jeremy leads the Workforce Analytics and Planning team at Merck (MSD) and formerly at Morgan Stanley. He co-founded the HR Analytics Meetup in NYC with our own Stela Lupushor and co-authored a 2010 Harvard Business Review cover story on HR Analytics. This talk was inspired by a former colleague who nicknamed him the department’s "Chief Data Therapist".

Jeremy Shapiro, Executive Director Workforce Analytics, Merck

9:40 – 10:20 am
General Session K
From Hindsight to Foresight: Aligning Analytics With Business Strategy
The increasing use of analytics coincides with major changes in the workforce, technology and the market. There is increasing unpredictability about the work that gets done, who does it and how it is performed.

This session will look at how people analytics fits within the overall context of business transformation and how it can serve the needs of the business by aligning with strategy and so help business leaders better navigate an uncertain and complex world.

Bradley Hubbard, Director, HR Analytics, Bristol-Myers Squibb

10:20 – 10:35 am
Refreshment Break

10:35 – 11:15 am
General Session L
Moving Beyond Engagement – Using Analytics to Create a Workplace Where People Thrive
Increasingly organizations are coming to the realization that employee wellbeing is one of the foundations of employee engagement and performance. As an organization that has always prioritized worker wellbeing, Salesforce have deployed analytics to ensure they remain a leader in this area.

You will learn how the organization has used measurement and analytics to ensure its employees thrive and so are able to make the maximum contribution to the success and growth of the company.

Ernest Ng, Ph.D., VP, Global ES Strategy and People Analytics, Salesforce

11:15 – 11:55 am
General Session M
Concluding Panel – Natural Language Processing and the Future of Human Capital Analytics
Most organizations will be familiar with NLP in the context of consumer sentiment analysis - but it is getting applied more and more in the analysis of employee data as well. Many offer NLP of open-ended text in their employee survey tools. Most Fortune 100 companies conduct annual surveys (or more frequent pulse surveys), and there is a strong push to include (and analyze) employee feedback using NLP with those tools.

Issues for discussion include the application of algorithms for customer sentiment to employee feedback, legal liability when collecting open form comments, the ability of to flag comments that should concern HR and the lessons learned by early adopters.

Moderator:
Stephan Dilchert, Academic Director, Executive MS in Human Resource Management, Baruch College, City University of New York

Panelists:
Cody Martin, Sector Lead for Advisory Services, Workforce Analytics, Johnson & Johnson
Dan Weiss, AVP, Global Workforce Analytics, MetLife
Ekta Lall Mittal, Learning Technology and Analytics Manager, Colgate-Palmolive

11:55 am – 12:00 pm
Closing Remarks
REGISTRATION INFORMATION

Online  www.conferenceboard.org/hca
Email  customer.service@conferenceboard.org
Phone  212.339.0345
        8:30 am – 5:30 pm ET, Monday – Friday

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Fees do not include hotel accommodations.

Locations
Conference Location:
Westin New York at Times Square
270 West 43rd Street
New York, NY 10036
Tel: + (212) 201-2700

Pre-Conference Location:
The Conference Board
845 Third Avenue (Between 51st and 52nd Street)
New York, NY 10022
Tel: + (212) 339-0248

Cancellation Policy
Full refund until three weeks before the meeting. $500 administration fee up to two weeks before the meeting. No refund after two weeks before the meeting. Confirmed registrants who fail to attend and do not cancel prior to the meeting will be charged the entire registration fee.

Team Discounts per Person
For a team of three or more registering from the same company at the same time, take $300 off each person’s registration. One discount per registration. Multiple discounts may not be combined.