**Chat Transcript (Lightly Edited) from HRSF Program 9/15/21 – Using HR Analytics to Drive Change**

08:58:48 From B - Lori Heffelfinger to Everyone:

 Please rename yourself either E for External or I for Internal.

09:04:35 From Craig Ramsay to Everyone:

 Craig Ramsay, LinkedIn, cramsay@linkedin.com

09:04:36 From P - Molly Tipps to Everyone:

 Molly Tipps, Sr. Director HR Research & Advisory at Gartner molly.tipps@gartner.com

09:04:37 From Patricia Weinstein to Everyone:

 Patricia Weinstein, Chief People Officer w Countsy

09:04:37 From Cydney White to Everyone:

 Cydney White, CHRO, PestRoutes, Cydneyewhite@gmail.com

09:04:37 From Andrew Johnson to Everyone:

 Andrew Johnson from Bolton Associate Broker

09:04:41 From I - Bertina Yen - Evidation Health to Everyone:

 Hi! Bertina Yen, VP People & Operations, Evidation Health

09:04:46 From Alice Young to Everyone:

 Alice Young - Adverum Biotech - Operations, ayoung@adverum.com

09:04:55 From I - Bruce Baumgarten to Everyone:

 Bruce Baumgarten, VP of Talent with CSAA Insurance Group, bruce.baumgarten@csaa.com

09:05:00 From I - Alex Fouts to Everyone:

 Alex Fouts from Institute for Defense Analyses - afouts@ida.org

09:05:07 From E - Suzy Lee to Everyone:

 Assoc Director HR Operations & Analytics @ Global Blood Therapeutics - slee1@gbt.com

09:05:08 From I Jenny May to Everyone:

 Jenny May Sr. Director HR OpenText mayj@opentext.com

09:05:16 From Patricia Weinstein to Everyone:

 pweinstein@countsy.com

09:05:17 From B - Mike Kent to Everyone:

 HRSF Board Member, Mediator, Executive Coach and HR Consultant, mlkent12@gmail.com

09:05:21 From I - Stephanie Ogawa to Everyone:

 Stephanie Ogawa (sogawa@adverum.com) > Adverum > Director TA

09:05:23 From E Steve McElfresh - HRFutures to Everyone: Founder of HRFutures,

providing People consulting to fast-growth organizations. SteveM@HRFutures.net

09:05:24 From E Jyoti Khemka to Everyone:

 Hello! Jyoti Khemka, Sr HRIS Analyst with Rambus

09:05:26 From E -Dave Fay to Everyone:

Hi, David Fay here. I'm a CPO with Countsy supporting more than 15 early-stage startups and a Committee member with HRSF too. dfay@countsy.com

09:05:33 From E-MariaBorda to Everyone:

 Maria Borda, Executive Recruiter, Westwood&Wilshire, mariab@westwoodwilshire.com

09:05:39 From Stela Foran to Everyone:

 Stela Foran with Westwood and Wilshire

09:05:48 From E - Robert David (CSHRP) to Everyone:

 Robert David, Executive Director with CSHRP. robert@cshrp.com

09:05:49 From I - Peggy Stevenson to Everyone:

 Morning - Peggy Stevenson, Talent Acquisition, Adverum; pstevenson@adverum.com

09:05:49 From John Herb to Everyone:

 John Herb, HR VP, ARC Document Solutions

09:05:58 From teressa harnois to Everyone:

 Teressa Harnois Director Talent Acquisition at Masimo

09:06:02 From Alex Allan (internal, no webcam!!) to Everyone:

 Alex Allan, People Operations Leader, Diamond Foundry alex.allan@diamondfoundry.com

09:06:03 From P - Jim Rottman, AccelPeople (he/him/his) to Everyone: Managing Director

for AccelPeople focused on creating inclusive cultures. jrottman@accelpeople.com

09:06:04 From B - Barbara Baill to Everyone:

 Executive Coach and Chair of Experience Creation Committee for HRSF Barbara@baill.com

09:06:06 From I - Jason Wong to Everyone:

 Jason Wong - Sr. HR Business Analyst - Sangamo Therapeutics, Inc - jasonwong@sangamo.com

09:06:16 From Craig Ramsay to Everyone:

 Welcome to all the folks from Countsy!

09:07:48 From Julie Currie to Everyone:

 Julie Currie Chief People Officer at Amplitude and board member at HRSF

09:07:57 From E Manuelle Charbonneau to Everyone:

French-American executive coach (VP-C-suite and exceptionally high potentials) in expertise-intensive environments. Manuelle@CharbonneauLeadership.com

09:08:20 From B - Kristin Speer to Everyone:

B - Kristin Speer, Managing Director of Westwood & Wilshire's Technology and G&A executive search practice areas, kristin@westwoodwilshire.com,

09:09:00 From Stela Foran to Everyone:

 Stela Foran Project Manager with Westwood and Wilshire, stela@westwoodwilshire.com

09:11:06 From B - Lori Heffelfinger to Everyone: President HRSF & The Heffelfinger Company

(Exec Coaching, Leader & Team Dev). lorih@heffelfingerco.com

09:17:52 From E - Marilyn Stemper to Everyone:

 Marilyn Stemper, National Director, Intoo. marilyn.stemper@intoo.com

09:48:23 From E - Cydney White to Everyone:

 What are some of the culture metrics you used?

09:48:36 From B-E - Kristin Speer to Everyone: Question: how much data support comes from your

HRIS? Or is all of this data gathering (and analysis) come from manual compilation?

09:49:46 From B-E -Dave Fay to Everyone:

 What external data do you use for benchmarking and comparison to internal data?

09:49:47 From E - Cydney White to Everyone:

 and the specific things you were measuring? eNPS? Exit data?

09:50:57 From B - Lori Heffelfinger to Everyone:

 Love that you are measuring the success of what you are implementing...

09:52:48 From B - Barbara Baill to Everyone: Dena/Peter: can you get us a specific example on wat

the culture metrics told you and what you did about it?

09:55:26 From B-E - Kristin Speer to Everyone: Over the last year and a half what are you finding

has shifted in people's cultural expectations toward the company?

09:58:48 From I - John Herb to Everyone:

Employees are expecting more flexibility and understanding around the pressures they have outside of work (i.e., family/child/elder care) and the need for personal/mental health time.

10:00:32 From B - Barbara Baill to HRSF HRStrategyForum: Address in your breakouts:

 1. What roadblocks have you faced in using metrics to drive change?

 2. What successes have you had in using metrics to drive change?

10:31:08 From E - Robert David (CSHRP) to Everyone: PA Book recommendation: Excellence in

People Analytics by David Green - https://www.amazon.com/gp/product/0749498293

10:31:28 From B - Lori Heffelfinger to Everyone: Thanks Robert

10:41:09 From B - Barbara Baill to Everyone: Molly brings up a great point. Measuring the WRONG

stuff is probably worse than not measuring.

10:41:37 From B - Lori Heffelfinger to Everyone:

 Dena: what are the 3 methods of collecting data that you just referenced?

10:44:53 From B - Lori Heffelfinger to Everyone:

 Dena: sounds a lot like research

10:45:36 From B - Lori Heffelfinger to Everyone: Were there other insights coming from the other

breakouts? And/are there questions for the panelists.

10:55:56 From B-E - Kristin Speer to Everyone: I'm struck by the importance of "telling the story"

with the analytics. how the story is presented is important.

10:56:21 From B/I/P- Dena House to Everyone:

 definitely agree with you Kristin! The story!

10:56:32 From E Manuelle Charbonneau to Everyone:

 This was amazing. Thank you!

10:57:03 From Danielle Burkhardt to Everyone:

 Thank you, everyone!! This was great!

10:57:22 From I - Jason Wong to Everyone:

 thanks everyone!

10:58:10 From P - Jim Rottman, AccelPeople (he/him/his) to Everyone:

 Thank you everyone

10:59:23 From HRSF HRStrategyForum to Everyone: Please complete survey:

 https://insight.humancapitalgrowth.com/index.php/749799?lang=en

11:00:14 From HRSF HRStrategyForum to Everyone:

 Join our community: https://hrstrategyforum.org/Membership-Info