**NASPE**

7/28/14 – 7/30/2014

7/28/2014

Rebecca Hunter, President, presented an outline for the program and welcomed the group. She introduced Mr. Jim Honchar.

Jim Honchar, incoming President welcomed the group and introduced the conference program details.

* NASPE application for IPad and smart phones. NASPE Annual Meeting 2014, KITAPPS, INC.
* NASPE annual meeting updates – to obtain updates text NASPE2014 to 313131
* Conference Program details
  + 7/28/2014
    - Keynote Speaker – Thomas Dismukes
    - Lunch
      * Issue Briefs Presentation
    - Four roundtable sessions, 30 minutes each to review & discuss each of the Issue Member Briefs
      * All briefs discussed on 7/28/2014 & 7/29/2014
        + Each member will have an opportunity to attend two briefs/ day
    - Employment Law update
    - Social Event- Wildhorse Saloon 6:15 P.M.- meet in lobby
  + 7/29/2014
    - Round Table Discussions day 2
    - Annual Business Meeting
    - Gubernatorial Transition Panel
    - Alliance to Transformation Government Operations
    - NASPE Awards Luncheon
    - Succession Planning
    - Performance Management “Measuring up 2.0”
    - Reception 5 P.M.
  + 7/30/2014
    - HR Architecture Survey Results
    - Supervisory Training
    - Wrap up
    - Adjourn

7/28/2014

Rebecca Hunter thanked her staff for their hard work and for everyone for attending. She announced that NASPE would be in Washington next year and recognized the sponsors;

* Pinnacle Sponsor
  + NEOGOV\*
* Platinum Sponsors
  + Cornerstone on Demand\*
  + Deloitte\*
  + Infor\*
  + Kronos\*
* Gold Sponsors
  + Accenture
  + CPS HR Consulting\*
  + Oracle\*
  + United Healthcare\*
* Silver Sponsors
  + Hay Group\*
  + Kenning Consulting\*
* Bronze Sponsors
  + Adobe EchoSign\*
  + Catamaran
  + JobAps\*
  + SAP
  + Talent Quest\*
  + Workday\*

(\*Denotes NAPSE corporate member.)

* Media – Governing Magazine

Ms. Hunter introduced Greg Adams, State of Tennessee COO.

Greg Adams discussed the effective and efficient manner of managing the State of Tennessee government towards better outcomes and improved service delivery. He described the governor’s priorities and how they lead to department performance management process and plans. He advised that Tennessee is one of two states that has a COO and the position enables more focus. He announced that 3000 new jobs have been created in the automotive industry in the State of Tennessee. He also discussed the management system.

1. Strategy Planning
2. Monitoring
3. Measuring
4. Best practice and transformation acceleration
5. Tools

Mr. Adams indicated that strategy planning, monitoring and measuring is a must but that in order for transformation to occur best practice and transformation acceleration with CFG and tools needed to also be used.

Best practices and transformation acceleration includes;

* CFG=Customer Focus Government
  + - https://apps.tn.gov/cfgdash-app/
* Enterprise Leadership
* Sub-Cabinet teaming

Mr. Adams advised that this was an exciting time in the State of Tennessee.

Ms. Hunter introduced Shannon Templet, Director, Louisiana Department of State Civil Service and NASPE Immediate Past President.

Ms. Templet introduced the Key Note Speaker, Mr. Thomas Dismukes.

* Keynote presentation – “Stories That Tell”

Mr. Dismukes used comedy and storytelling to inspire others to discover, develop and tell their story thought their unique talents and gifts.

* Success is a poor teacher
* Live life to the fullest
* Connect your head to your heart
* Be people centered, you do not need to be a people person
* Be secure in yourself
* Leaders **FOCUS**
  + **F**
    - Keep the first thing first
    - Keep the main thing the main thing
      * Everyone has a unique talent
      * Have a good focus in life
      * Don’t have a fear of failure
* **O**
  + Others
    - Serve others
    - Love others
    - Lead by example
    - Be goal centered
    - Be intentional
    - Don’t settle being the bottom 10% or even the middle 80%, strive to be the top 10%
* **C**
  + Character
    - Have moral integrity
    - Let your yes be yes and your no be no
  + Competency
  + Compatibility
  + Communication
    - Clarity is a rarity
  + Consumption
    - Live under your means
    - Act your wage
* **U**
* Understanding
* Always seek understanding
* You are never too old to learn something new
* Make connections
* Don’t lose the ability to communicate
* Don’t let limitless information limit you
* Don’t let people tell you that there is something that can’t be done
* You can do anything
* **S**
  + Source
    - Go to the source
    - Consider the source
    - Nip it in the bud
    - Not everyone may like it
    - Stand up for what is right
    - Criticize people in private
    - Praise people in public
    - People want to be valued
    - Live life with purpose
    - Life is momentum and the price you sometimes pay is criticism
    - You are going to fail
    - If you want to be great, step outside the boundaries
    - Words **do** matter
    - Build people up and don’t bring them down
    - Encourage each other
    - “Look at **me** and not what you see”
  + Smile
  + Self
    - Take care of yourself
    - Recharge
    - Rest
    - Be yourself
    - Be genuine
    - Conquer your fears
    - Have a life wish
    - Hang on
    - Success is a past the “splat” line, keep moving forward
    - Sometimes you need to let go

“How many survived the last thing that happened to you? You are only one breath away from death. Die empty and never leave anything undone or unsaid.”

Consultants introduced

* Kenning Consulting (i.e. Designing incentive plans)
* Infor (i.e. Software for predictive recruiting)
* Talent Quest (i.e. Talent management, executive coaching, SAS application, integrated design and execution)
* United Healthcare (i.e. Keeping healthy people healthy)
* Hay Group (i.e. HR consulting firm, measure and retain employees)

Issue briefs were highlighted during lunch. Jeff Hoye, Managing Director, CPS HR Consulting and Co-Chair, NASPE Corporate Leadership Council introduced the presenters for the briefs.

Succession Planning - Troy Wintersteem, Public Sector Recruitment and HCM Modernization Evangelist, Oracle

* 21 states participated
* Succession planning is the tail end of the process
* Know what your talent has to offer
* Tons of turnover in State Leadership
* People seem to have a hard time identifying leaders and people that can do the work
* It’s time to get pushy about succession planning
* Leverage your influence to make things happen
* Younger people are more in tune with making a difference
* Analyze the job
* Understand the job
* Conduct a gap analysis
* Manage things socially on social media
* You need a communication method to share best practices
* The State of Tennessee has an advanced program

Pay for Performance - Ron Keimach, Principal, Hay Group

* Pay for performance has to do with succession
* Consider not using pay but some other type of reward for performance
* Initially thought it was a good business practice
* Using a reward may start to break down barriers
* Rewards may increase attraction and retention
* What we do today is our future
* How do you get younger people who do not want state benefits?
  + Culture
  + Compensation philosophy
  + Having a good measurement tool
* There are three different groups of States
  + Motivation by money
  + Working with measurement tools
  + Non-financial rewards
    - Spiffs
    - Recognition program
      * What younger people want
* Succession development planning program
  + What to watch for;
    - Disablers
      * Money rewards
      * Technology
        + Develop a system to measure
    - Rewards
      * Rewards=engagement
  + Reward for performance may have negative connotations
  + Encourage States to get leadership on board
    - It may help attract young people

Centralization/Decentralization - Jennifer Dowd, Marketing Manager – Government and Education, Kronos & Tara Mahoutchian, Human Capital Manager, Deloitte

* Team looked at the environment in different States (LA, MI, NV, NC,PA, SC, TN)
* Benefits
  + Cost
  + Streamlined processes
  + Enhanced employee experience
  + Accessibility to HR staff
  + Compliance with policy
  + Better role definition focusing on all skill sets
  + Aid in determining accurate staffing levels
* Role of technology in centralization
  + Help to reduce replication and inefficiencies caused by manual processes
* HR Transformation
  + Different levels
  + Best practice sharing may work
  + Dig into another agency and share best practices
* Systems
  + Share best practices for systems
* Grievances
  + It is hard to get grievances though the system
  + Some states do have a process
* When and how to consider change
  + Review the process
  + Will executives buy into the HR process change
  + Will technology support the change
  + Who will be impacted
  + Have any States done this before
  + Who can be trusted to take the lead

Applicant Tracking – Ed Cavazos, Vice President, Business Development, NEOGOV

* Worked with four competitors to complete the brief
* Used a third party writer who conducted all interviews and research
* Corporate attendees presented solutions
* Issues
  + - * Marketing brand
      * Happy applicants
      * Large volume of applicants
      * Best candidate selection
    - Solutions
      * Have a marketing mindset (sell yourself)
      * Understand solution capabilities (no magic bullet)
      * Overhauling of system
      * Learn your tool
      * Use autoscoring

The group was released to attend the breakout sessions to go over the briefs in more details. Thirty minutes were given to discuss each brief. (Each attendee was given the opportunity to attend two briefs on 7/28/2014 and the other two on 7/29/2013).

Upon completion of the breakout sessions, the NASPE group reconvened.

**Corporate Attendees Introduced**

* Job apps, Jenna Berg i.e. applicant tracking system)
  + - “Learn to rest in change” – Trish Holiday
    - It takes an average of two hours for an applicant to complete an application
  + Kronos, Jennifer (i.e. workforce management software)

Mr. Jim Honchar, Deputy Secretary for HR, Pennsylvania Governor’s Office of Administration, introduced Jennifer Will, Esq. and Adam Santucci, Esq., McNees, Wallace & Nurick, LLC (www.mwm.com).

* Employment Law Update
  + One key Supreme Court case law update
  + Wage and hour trends
  + Issues
    - Lane vs. Franks - Alabama
      * AL State representative working as a director of a youth program.
      * Was no show for employment but collecting a paycheck
      * Lane fired employee
      * As a result Lane lost his job
      * Lower court ruled that as Lane was an employee and there was no protected speech
      * Supreme Court disagreed and overturned the ruling of the lower court and that Lane could proceed with first amendment claim
    - Harris vs. Quinn – Illinois
      * Personal care assistant for in home care
      * Employee/ employer relationship
      * Fair Share ruled approved by state law to avoid “Free Riding”
      * Issue- should have to pay dues to collective bargaining (union) for something that they did not support
      * Supreme court ruled that the “free riding” concerns were not enough to overcome the 1st amendment and that it was unlawful
      * 5/4 decision
    - Vance vs. Ball State University –
      * Vance sued the employer for violation of Title VII alleging hostile work environment and retaliation among other claims
      * Vance worked in the BSU catering department
      * Davis worked with Vance
      * If the harassing employee is the victim’s co-worker, the employer is liable only if it was negligent tin controlling working conditions
      * In cases in which the harasser is a “supervisor,” however, different rules apply
      * Under Title VII, an employer’s liability for workplace harassment may depend on the status of the harasser
      * It was determined that David was not a supervisor
      * The Supreme Court ruled that an employee is a “supervisor” for purposes of vicarious liability under Title VII only if he or she is empowered by the employer to take tangible employment actions against the victim
      * 5/4 decision
        + Be careful how you use supervisor in job descriptions
        + The supervisor could be individual liable
    - University of Texas South Western Medical Center vs. Nassar (2013) – Texas
      * Nassar was a university faculty member
      * Nassar claimed he was picked on due to race and religion
      * Nassar quit to go work for another employer but did not get the position
      * Nassar claimed that the former employers comments to the new employer prevented him from obtaining the new position
      * The former employer indicated that they would have not recommend Nassar even prior to his claim
      * Nassar filed suit based on retaliation
      * “Mixed Motive & but for cause”
      * Employee retaliation claims filed under Title VII of the Civil Rights Act of 1964 must be proved according to traditional principles of but-for causation, not the lessened causation test stated in the 42 U.S.C. § 2000e–2(m)
      * Nassar did not prove that the claim was the real reason for the action
      * 5-4 decision
    - Wage and Hour Trends
      * There are a number of Fair Labor Standards Act (FLSA) claims on the rise.
      * Updating and modernizing overtime regulations
      * White Collar overtime rules mean that more workers are eligible for overtime
      * Pay under Federal law increases the threshold amount for salaried employees

DOL.gov (platform for wages OT)

* Payroll with Debit Cards
  + Be sure that employees volunteer for the card
  + Make sure that there are no fees associated with the card
    - Negotiate contract with vendor regarding fees
    - Fees could drop the employee below minimum wage
    - Regulation E- cannot be mandatory
  + Obtain a signed authorization from the employee
* Ensuring Wage and Hour Compliance
  + Conduct Audit
  + Classification of exempt employees and independent contractors
  + Compensation of non-exempt employees
  + If you have a reason to know someone is working additional hours then you need to do something
  + Collective Bargaining Issues
* Clarify leave of absence provisions
* Statutory minimums
* When do benefits cease
* Leave payouts
* Wage trends
* Pension and OPEB relief
  + Grandfathering
  + Caps
* Interest Arbitration
  + - * Evidence of ability to pay
* It is not ok to ask employees to do work prior to hire unless it is for the employees benefit vs. the employer.
* If asked to do work prior to hire, pay minimum wage.
* You could pay minimum wage for the first two weeks if they are onboarding

7/29/2014

Roundtable Discussion: ACA Implications

Roundtable discussions continued from 7/28/2014

* Succession
* Pay for Performance
* Centralization/Decentralization
* Applicant Tracking

**Call to Order**

Ms. Hunter called the NASPE Annual Meeting to order.

**Approval of Minutes**

The minutes from the prior meeting (January 2014) were reviewed. Shannon Templet made a motion to approve and it was seconded by Lucinda Meltabarger. The motion was approved unanimously.

**Treasurer’s Report**

NASPE Treasurer Deanne Mosley (MS) presented the association’s financial report for the month ending in June 30, 2014 – the 12th month of FY2014. She reported that the budget was in good shape. There were no questions. Randy Morris (OK) made a motion to approve and Sara Wilson (VA) seconded. The motion was approved unanimously.

**Membership Update**

Ms. Hunter reported that 39 states have renewed their memberships and that corporate membership remains steady. She asked that if anyone knows someone that they think would be a good partner to reach out to Leslie.

**Nominating Committee**

Shannon Templet, (LA); motion to accept Sara Wilson (VA), seconded by Randy Morris. The motion was approved unanimously.

**Meeting Committee**

Meeting Committee Chair Jim Honchar (PA) provided an overview of the 2015 mid-year meeting in Washington DC, January 23rd – 25th. This meeting will discuss issue briefs and other states issues. Also presented, was an overview of the 2015 Annual Meeting in Seattle, WA July 19th – 22nd.

He announced that if anyone was interested in servicing on the committee to contact Leslie or Jim.

Mr. Honchar also announced the 2016 Annual Meeting hosting location is to be determined. A call for bids will be included in the meeting packet and on the website. Bids need to be submitted by December 1st 2014 and the decision will be made at the 2015 mid-year meeting.

**Networking Forums**

Ms. Hunter indicated that LA will be hosting and that NE will be hosting the Healthcare call on August 12, 2014. She advised that is anyone is interested in hosting a call to let NASPE know.

**Corporate Membership List**

Jeff Hoye, (CPS HR consulting) indicated that there are currently 14 members. He asked that if anyone knows of corporate sponsors that they want to add, to do so prior to the January 2015 meeting if possible and to start reaching out to them now.

**Other Business**

Shannon Templet, (LA) announced that LA will be hosting the National Compensation of State Government. If anyone needs information they are asked to contact Chris Deer (LA).

Hunter called for a motion to adjourn and Sara Wilson (VA) seconded.

With there being no further business, the meeting was adjourned.

**Jim Honchar introduced the Gubernatorial Transition Panel**

* Sara Wilson (VA), Director
* Kelly Powell Logan (PA), Secretary
* Jim Honchar (PA), Deputy Secretary for Human Resources & Management

Sara Wilson (VA) discussed the numerous elections coming up in November. She discussed transitioning and how important it is to begin the transition timely. Ms. Wilson begins her transition approximately 9 months prior to elections for the outgoing. The incoming needs will depend on how much they will let you do. The agency should have a written transition document which can be completed. They need to know what cases are pending with the attorney general so that they can be handled if needed prior to the transition. Also they need to know what the media issues are. As there is an outgoing every 4 years, every spring they have a transition meeting to discuss benefits, services etc. In the fall they have a transition meeting for resume writing, to discuss retirement etc. which they have found to be helpful.

Incoming can be the most challenging. Experienced Agency HR can help to screen applicants. The incoming transition can include helping set up offices, Chief of Staff briefings to discuss the top policies that will be the most important to get them started. It helps to make this one page to give them an “at a glance”.

It is helpful when the outgoing allows help for the incoming but the incoming has to ask for help.

When a separate HR system has to be set up, it needs to be up and running on day one. Hundreds of applications may be received.

HR terminology 101 is also helpful to the incoming.

Present data, anything that is important to your Agency or that is an irritant to you when you get the opportunity. You should be prepared to use this opportunity wisely. One “pagers” are very popular and coaching opportunities can pay off.

Assist with moving the cabinets in and out.

If you have employees that like to volunteer find ways to include them. This will not only help with the transition it may help with engagement.

Quick sound bites, one pagers, hot topics, and helping the incoming to know what to ask you may be beneficial and a great coaching opportunity to help manage risk though quick study.

Jim Honchar (PA) emphasized the need for the applicant tracking. Having a system ready ahead of time and including an out sourced function if needed is important.

Sara Wilson also advised that you should consider standard documents to transition the people and implement an exit strategy. She indicated that if it is not handled correctly. It could be a big risk. She indicated that there are three groups; carved out, too early to call, and the thanks but no thanks. Some state may require resignations and a request for reappointment. In Virginia a resume must be send in for reappointment and if you leave early, you do not get benefits. Interviews are made and it is decided who and whom not to keep.

Kelly Powell Logan (PA )indicated that **now** is the time to begin planning. She recommended that a review of the Strategic plan should be completed and that you figure out what you need to do. You should have an idea of what needs to be done in the first 100 days of a transition. She stated that the media will ask what was and will be accomplished in the first 90 days. Get the team in place and determine how you are going to onboard. She also indicated that you don’t want to miss you opportunity to have an initial meeting with the incoming and that the discussion can be invaluable.

Communications are important. Big transitions books are too much. You want your people to look good so think about the message you are trying to convey. Provide as much information as possible but in bite size one pagers. Everything runs in a cycle. Try to hold your press releases from the last cycle when possible.

Immediately call together you Emergency Management Team to help coach the incoming. This is critical in case there is an emergency in the first few days. The incoming needs to know what to do and we needs to make sure that this information is getting trickled down to the cabinet and staff (Department of Safety etc.).

Isn’t effective onboarding a gap?

Sara Wilson (VA) One person in Shared Services has all the information and handles the cabinet. The agency is accountable for the new director, deputies etc. Try to identify your high risk agencies and have a meet and great with the Secretaries prior to them making appointments in the agencies. Staff who have never gone through this needs to know how important it is to get information to the new Cabinet as soon as possible. First impressions are important.

Kelly Powell Logan (PA), HR Directors have an opportunity to start fresh and do the things that the agency head needs.

Jim Honchar (PA), records retention issues need to be take care of . Each Chief Council in the agency is responsible to handle the records transistions.

Sara Wilson (VA), All transition information is on the VA internet. Under the management tab, agency head resources. Do these things in the spring and set up an agency timeline, an outgoing timeline.

Jim Honchar (PA), cabinet heads and Deputies are at will. Executive staff is at will.

In MA normally you do not see middle managers transitioned and you normally don’t see transitions occurring more than four levels down. Once the agency head is in place they will normally re-evaluate their team.

Sara Wilson (VA), It will vary on how to trickle down the information. Hr does all of the communications for the Governor.

In MA, they use a photo and a bio to introduce the incoming.

Sara Wilson (VA), Make sure that you have IT in place for incoming if they want their own database.

Jim Honchair (PA), Double and triple check your information.

Sara Wilson (VA), There will always be special circumstances. Have the outgoing Chief of Staff update the incoming chief of Staff.

Kelly Powell Logan (PA), Always watch how you treat people during a transition because they will usually come back again.

It can be a challenge but also a huge opportunity. Manage up. Leaders will come in with great ideas, try to help them and discuss the issues. Care about people who have done a good job and make sure the agency head knows.

Sara Wilson (VA), It is a huge opportunity so don’t miss your window. Listen to the Governors speech and be prepared to give them what they want and take advantage of it.

Jim Honchar thanked the panel for their participation.

**Corporate Attendees Introduced**

* Oracle, Troy Wintersteen, (Cloud Application). Know HCM and hire great talent.
* Accenture, Peri Sabeti, how are we delivering public service? Go to Jimmy Kimmel Accenture to learn more. Use Coogle- it’s a tool to solve problems through collaboration. How you solve problems now so that your children can be delivering in the future.
* Cornerstone on Demand, Jared Bogart (Software Suite, i.e. Applicant tracking, onboarding, institutional knowledge, performance management, training, integrated reporting systems)
* Deloitte, Consulting on Human capital (i.e. tax, audit, accounting, systems, consulting services, HR transformation, actuarial work, advanced analytics).

**Alliance to transform Government Operations**

* Seven associations were invited to participate in a forum. On 3/28/2014 six representatives gathered in DC to discuss human capital.
* Transforming government inside and out
* Christine Dorfhuber (Deloitte) moderator for interactive dialog
  + Alliance group is putting together the top ten things for Governors in September.
  + Learning
    - Joyce indicated that the concept of a workforce both as a crisis and as an opportunity. The group came in with great focus and engagement. They appreciated the discussion the discussion of reforming and transforming.
    - Silos have been built, we can work together to break down these silos
    - Leanne- there were different perspectives on how important it is to get with all team players and get their buy in.
    - Candy- Former legislator in the room. The time has come to really understand the issues involved. We need collaboration from legislators. Note the impact and what steps are we making in the right direction.
    - Christine, it’s not that we don’t talk , it’s what we talk about
    - Sara Wilson (VA)- educate the General Assembly so that the Governor and the General Assembly will work together
    - Kelly- Work force of the future, they are finally getting it. Each department thought they were the only ones having struggling but many are. Reports and meetings are good. Not sure if the goal of the Alliance should be advising Governors.
    - Christine- there was some discussion about the top 10. More of a corporate background. Within our realm, what are our key themes?
    - Accenture (Corporate Attendee) was also in the room and advised that with the first time leadership set aside, how in this time do we overcome political gridlock? Is there a place given if we should be using this political time to enlighten government about transitions?
    - Christine – What do we want to take back from NASPE to the alliance??
    - Jim- keep building the momentum
    - Kelly – We have a follow up call on Workforce of the Future with a Futurist. Opportunity to share best practices and models that can be shared with other organizations. Should we continue the process we started?
    - Rebecca Hunter- this is a collaborative effort with a forward focus. It allows members to participate and speaking with others raises awareness. We welcome the feedback and the workforce is #1.
    - Joyce – study the research though interviews. What is the workforce of the future (2025)? Organizational performance put a premium on control and command vs. results. Stabilize, where are we going, plan for space needs. Product- what will State Government look like in ten years? What will it be and what technology be used? What are the skill sets that will be needed? We will keep you updated.
    - Christine- opened up the panel for questions.
      * How should we take this back to our group? Silos?
    - Sharon- sent an email linking to the data
    - Christine- We need to get a soft copy to the group and create a mentorship to help facilitate conversation.
    - Sara – Do you have a State planning process? Talk to peers first, the Secretary, planning division. Use the Futurist information.

**Corporate Attendees Introduced**

* Adobe, Robert Liebowzki, (helping organizations express themselves to connect and as a mechanism to provide feedback. This is really eye opening, all the different issues in the States. How you attract employees is dependent on how well you tell your story.
* Workday- Sherry Amos, (i.e. Software, cloud service, human capital management, recruitment, SPS system)

**NASPE Awards Luncheon**

Ms. Hunter introduced Joyce Oreskovich

Joyce announced the award recipients

* NASPE Communication Award – Eva N. Santos
  + Jim Honchar (PA) & Kelly Logan (PA)
* NASPE Communications Award of Merritt
* Eugene H. Rooney Jr. Award – Innovative Program Award
  + Jim Honchar (PA) & Kelly Logan (PA)
* Award of Merritt
  + Rebecca Hunter
* Eugene H. Rooney Leadership Award
  + Jim Honchar (PA)
* Award presented to TN Department of Human Resources for hosting the NASPE 2014

**Succession Planning**

Trish Holiday, Chief Learning Officer (TN) presented templates and ideas for succession planning though education. (See packet)

**Corporate Attendees Introduced**

* SAP Public Services, Heidi Kanevsky, (talent solutions in the cloud). Solutions will layer on top of current systems. It can push out metrics such as what sites are attracting applicants, the type of traffic. SAP can store files and enable agency to agency sharing. The state can also see the files so they will know what is going on.
* CatamaranRx, Bill Jardine, pharmacy benefit manager

**Performance Management 2.0**

Ms. Hunter introduced Jonathan Walters.

Mr. Walters discussed how to use metrics to get people to perform better.

* He advised that performance measures should be used to understand the business rather than to punish or reward based on what could be a flawed measure.
* Data is used to understand the organization though analysis
* data used by members to drive business
  + Self analysis
  + Manager feedback
  + 360 review
  + Promotions
  + Qualitative and quantitative date
  + SHRM