

# CHRO Today Executive Network



## Content Presentation

# Rebuilding and Reimagining Your Workforce Post Crisis

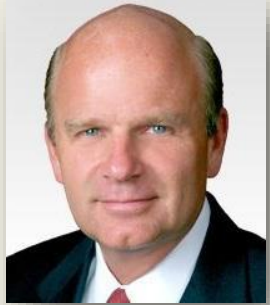
Discussion facilitated by  
Kelley Steven-Waiss  
CEO, Hitch  
[kelley@hitch.works](mailto:kelley@hitch.works)



November 10, 2020

# Welcome and Member Updates

*Share one thing personal and professional*



Roger Gaston (C-TEN chairman)  
CHRO, Gates Corporation  
[Roger.Gaston@gates.com](mailto:Roger.Gaston@gates.com)



Jacqueline Welch, SVP HR, Diversity & Inclusion & Chief Diversity Officer, Freddie Mac  
[Jacqueline\\_m\\_welch@freddiemac.com](mailto:Jacqueline_m_welch@freddiemac.com)



Linda Nedelcoff, EVP, Chief Strategy & Human Resources Officer, CUNA Mutual  
[Linda.Nedelcoff@cunamutual.com](mailto:Linda.Nedelcoff@cunamutual.com)



Ginny Angiello, Senior Vice President, Chief Human Resources Officer, Covanta Holding Corporation  
[GAngiello@covanta.com](mailto:GAngiello@covanta.com)



Debbie Kemp, CHRO, MediaCom  
[debbie.kemp@mediacom.com](mailto:debbie.kemp@mediacom.com)



Max Langenkamp, Vice President HR, Cintas Corporation  
[langenkampm@cintas.com](mailto:langenkampm@cintas.com)



# Welcome and Member Updates

*Share one thing personal and professional*



Maria Smedley, Vice President  
Human Resources & Strategy,  
Arkansas Electric Cooperative  
[maria.smedley@aecc.com](mailto:maria.smedley@aecc.com)



Sue Wall, VP, Human Resources, Chapters  
Health System  
[Walls@chaptershealth.org](mailto:Walls@chaptershealth.org)



Jennifer F. Terry, Executive Vice  
President, Chief Human Resources  
Officer, The Bancorp  
[jterry@thebancorp.com](mailto:jterry@thebancorp.com)



Steve Antonoff, Vice President, HR,  
CalPortland  
[santonoff@calportland.com](mailto:santonoff@calportland.com)



Carl Peers, Senior Vice President of  
Human Resources and Training,  
OneBlood, Inc.  
[carl.peers@oneblood.org](mailto:carl.peers@oneblood.org)



Cindy Fiedelman, CHRO, Digital Realty  
[cfiedelman@digitalrealty.com](mailto:cfiedelman@digitalrealty.com)

# Welcome and Member Updates

*Share one thing personal and professional*



Steven Eller, Chief Human Resource Officer at Beacon Health System  
[seller2@beaconhealthsystem.org](mailto:seller2@beaconhealthsystem.org)



Elliot Clark, Chief Executive Officer  
[Elliot.clark@sharedxpertise.com](mailto:Elliot.clark@sharedxpertise.com)



Dana Rapier, Senior Vice President, CHRO, Jackson National Life Insurance Company  
[dana.rapier@jackson.com](mailto:dana.rapier@jackson.com)



Renee Preston, Senior Vice President, Membership Services  
[renee.preston@sharedxpertise.com](mailto:renee.preston@sharedxpertise.com)



**WELCOME NEW MEMBER!!**  
Kevin Johnson, Senior Vice President, Human Resources, Envigo, Inc.  
[kevin.johnson@envigo.com](mailto:kevin.johnson@envigo.com)



Zachary Misko, Global Executive Director, Emeritus  
[zachary.misko@sharedxpertise.com](mailto:zachary.misko@sharedxpertise.com)



# CHRO Today Executive Network



## Content Presentation

# Rebuilding and Reimagining Your Workforce Post Crisis

Discussion facilitated by  
Kelley Steven-Waiss  
CEO, Hitch  
[kelley@hitch.works](mailto:kelley@hitch.works)



November 10, 2020



# REBUILDING AND REIMAGINING YOUR WORKFORCE FOR THE FUTURE

---

November 10, 2020



# EVOLUTION OF WORK

# Our workplaces are changing

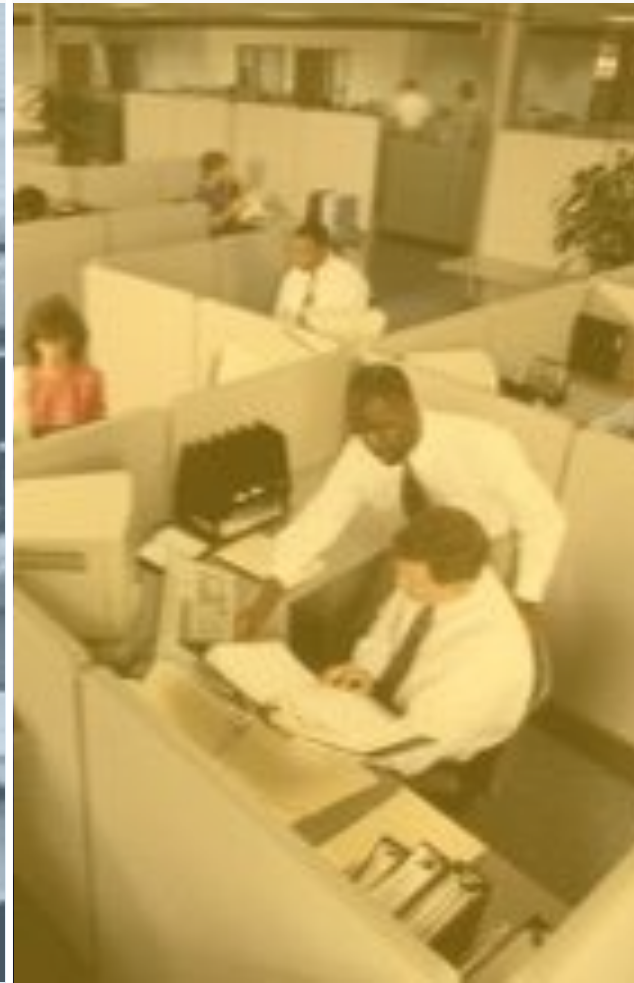
1920



1960



1990



2020







**9x** MORE DATA IN LAST  
2 YEARS THAN IN THE  
COURSE OF HISTORY



**MILLENNIALS  
ARE > 50%  
OF THE WORKFORCE**



**HALF-LIFE OF SKILLS IS 2-5 YRS**

**AVERAGE S&P  
COMPANY LIFESPAN FROM  
50 - 15 YRS**

# WAR FOR SKILLS



**SKILLS ARE THE NEW CURRENCY**



**3 NATURAL LAWS OF ECONOMICS**



2 in 5

HR LEADERS SAY  
THEY DON'T EVEN KNOW  
**WHAT SKILLS THEY HAVE**



# SKILLS ARE THE COMMON DENOMINATOR

$$\frac{2}{3} = \frac{1}{1.5}$$

MAKE **SKILLS** VISIBLE AND ACCESSIBLE

hitch™

# AI AND ML AS POWERFUL NEW TOOLS





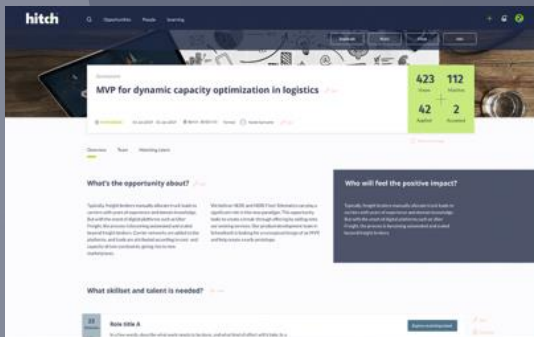
**PRODUCT DESIGN**

**USER EXPERIENCE**

**DESIGN STRATEGY**

**VISUAL DESIGN**

# TALENT MARKETPLACES MATCHING SUPPLY WITH DEMAND



PRODUCT DESIGN

DESIGN STRATEGY

USER EXPERIENCE

VISUAL DESIGN

WORK OPPORTUNITIES

INVENTORY OF SKILLS



75

OF ALL PROJECTS  
WITH UNBIASED SLATE

% FILLED 24 HOURS



## HERE Technologies Taps Talent Mobility Solution to Increase Workforce Productivity

### HERE Deploys AI-powered Internal Talent Marketplace to Uncover Hidden Talent

#### About Hitch

Hitch is a Talent Opportunity & Mobility Solution that matches the skills and passions of your workforce against organizational needs so that business opportunities can be realized on a project-based or full-time basis. This internal marketplace creates a culture of growth and engagement where people can find the right talent while retaining its most valuable talent. Learn more about how Hitch can help your organization. Visit [www.hitchworks.com](https://www.hitchworks.com) or contact us at [info@hitchworks.com](mailto:info@hitchworks.com)



## Results

### Visibility of Skills

Hitch was able to bring visibility to top skills in demand at HERE, as well as the match against the supply of those skills. With KPMG actively updated profiles containing skills and capabilities, Hitch has dramatically increased the transparency to the talent supply chain. Through this we are able to perform gap analysis toward filling that demand. This inventory of skills and interests helped drive productivity while dramatically reducing the costs associated with recruiting, hiring, onboarding, and training.

HERE was able to develop an "internal gig" structure to leverage the talent and capacity available among HERE's existing workforce. Employees created profiles providing skills, experience, and interests. Managers posted projects and requirements. Using AI, the solution quickly matched the right talent to posted projects, reducing time, costs and uncertainty in securing resources.

This new talent operating model enabled HERE to transform from complex, siloed businesses into networked, agile organizations. Hitch helped HERE to retool and upskill its workforce. As a result, employees had greater exposure across the organization, were able to demonstrate their capabilities in areas outside of their "day jobs," and were rewarded that they were more than their job descriptions.

### Significant Cost Savings

HERE's more agile and fluid project teams resulted in a savings in salary expenses, the equivalent of 111 FTE worth of capacity in the first year of adoption. This new talent operating model helped the company better leverage their existing talent rather than hire contractors to complete business-critical projects. Three years after the initial launch of HERE, numbers continue to increase for both engagement and cost savings.

### Increased Engagement

HERE employees got the opportunity to spread their wings and grow their skills and passions — not just those required by their jobs — engagement soared, roles were unrolled and they were likely to recommend HERE employment to others. Hitch continually contributed to HERE's Engagement Index by way of Growth & Autonomy.

Productivity & Savings in the first 12 months  
**111 FTEs**  
Worth of capacity

Agility  
**75%**  
of eggs are fixed within 2 weeks

**2X** Growth in gender parity

**+6%**  
Inclusion Sentiment

**+29%**  
Promoter Score

**+21%**  
Growth Index

Where employees feel they can grow their careers and managers are supporting them

Engagement  
75% report that their managers support their career aspirations





**WHY DEI DRIVES A MORE EFFICIENT AND  
PRODUCTIVE WORKFORCE**



A photograph of the Golden Gate Bridge in San Francisco, partially obscured by a thick layer of fog. The bridge's towers and suspension cables are visible against a hazy, light-colored sky. The foreground shows the bridge's deck and railings. The overall image has a soft, ethereal quality due to the weather conditions.

# RISE OF A NEW TALENT OPERATING MODEL

# PORTFOLIO CAREERS

hitch



# MICRO LEARNING

# SKILL-BASED PAY



# **CROWD-SOURCED** PERFORMANCE REVIEWS



A person is shown from the side, wearing a black headset with a glowing white logo. They are sitting in a black gaming chair, looking at a large monitor. The monitor displays a first-person shooter game with a blue and black color scheme. In the background, there are other gaming setups and banners, including one for 'LEAGUE OF LEGENDS'. The scene is dimly lit, typical of a gaming convention.

**TEAM-BASED REWARDS  
& GAMIFIED RECOGNITION**

# TALENT SHARING ACROSS THE ECOSYSTEM



# POWER OF THE INSIDE GIG



# INSIDE GIG

*noun*

/in'sīd/ 'gig:

Breaking down work into smaller units and matching and deploying that work to the people with the right skills who can best learn and/or accomplish it.



# THE SIX PRINCIPLES OF THE INSIDE GIG

01

You Get What  
You Give



03

Create a  
Learning  
Organization



05

Create  
an Agile  
Organization



02

Know What  
You Have



04

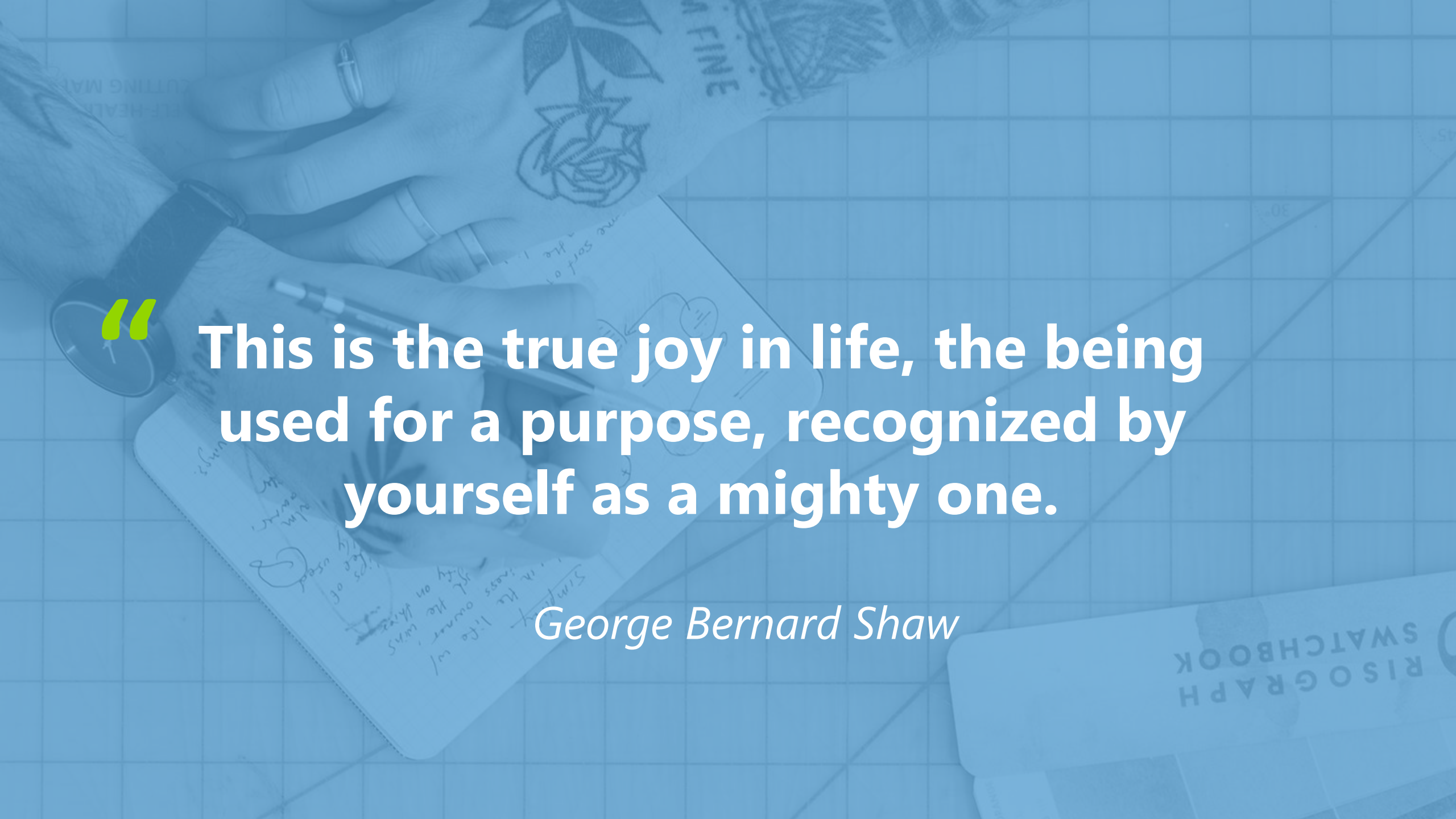
Democratize  
the Work



06

Bust the  
Functional Silos



A blue-tinted background image showing a hand writing in a notebook with a pen, a watch, and a matchbook. The hand is wearing a ring and a watch. The notebook has some handwritten text and a drawing of a rose. The matchbook has the text "RISOGRAF SWATCHBOOK" on it.

**“ This is the true joy in life, the being used for a purpose, recognized by yourself as a mighty one.**

*George Bernard Shaw*

# Thank You

## CONTACTS

**Kelley Steven-Waiss**

CEO & Founder

[Hitch.works](https://hitch.works)

M. 415.596.5553

[kelley@hitch.works](mailto:kelley@hitch.works)

**hitch**<sup>™</sup>

# Up next...



November 17<sup>th</sup> 12pm – 4pm ET



**A Virtual Event**  
**November 17**  
**12:00 – 4:00PM ET**

The complex block contains the HRO Today Association Conference logo on the left, a grid of 15 small video call windows showing various participants in the center, and event details on the right.

The *HRO Today* Association Conference is a half-day virtual HR retreat that brings Association members together to learn from each other and network. Nonmembers are welcome to roll up their sleeves and join us as we dive deep into specific issues facing HR professionals today. **C-TEN Members receive 2 free passes**

December 3<sup>rd</sup> 4pm – 5pm ET

