



# Felicity Smith, CHRO

*“Putting the right person in the right place at the right time with the right skills is HR’s mission—and it’s really hard to get right.”*

## Greatest challenges:

- *Employee Experience* – Ensure talent journey is clear, beneficial, and rewarding for employees
- *Vendor Management* – Negotiate with diverse software and consulting vendors and persuade them to work together
- *Measurement and Data* – Capturing enough accurate data for use in decision-making and benchmarking, senior leaders
- *Content* – All talent workflows, from recruiting through compensation, must involve smart, accurate, legal content
- *Legal & Compliance* – Employees must be aware of the right policies and know how to follow them every day
- *Proving Value* – As a cost center, continually show how we add value, mitigate risk, and help serve patients by serving employees

## Resources she needs most from HSTM:

- Performance Management, Compensation, Recruiting / ATS, Leadership Management, Leadership Content, MyHRanswers, Total Rewards (HR Communications), Conversation Management, HEI / Consultation / Coaching, LMS

## What excites her:

- Seeing employees grow on their career path and become leaders
- Seeing HR metrics improve (less turnover, higher engagement)
- New technologies that make HR’s and employee’s jobs easier
- Securing more budget to improve talent management

## What workflows she engages in most:

- Meetings – cross-functional and executive meetings
- Migration – moving employees toward newer, more automated workflows and technologies
- Initiative Design – building/approving the workflow for initiatives (i.e. performance appraisals or change management)
- Data/Reporting – presentations for executives or Joint Comm.
- Vendor-Driven Projects – helping vendors to help us

## Confidence in her job



## Technology skills



## Stress



## Mobile usage



## TECHNOLOGY

- PC at her desk
- Clunky hospital-issued laptop
- Paper / Filing Cabinet
- Vendor reporting tools
- HR Platform (i.e. HSTM, Workday, etc.)
- Timekeeping system

## RESOURCES SHE CAN ACCESS

- Bersin / Deloitte Membership
- Advisory Board Research
- ASHHRA Research and Conference
- Talent and HR Blogs
- Credentialing System
- Legal Employment Services
- Personal subscriptions to:
  - SHRM / Conferences
  - HR Executive Magazine
  - HR Pulse Magazine
  - Workforce Magazine
- Data Security software
- Archiving data services

## ABOUT

<b>Hospital</b>	Progressive Health Hospital – 200 beds
<b>Department</b>	HR Executive
<b>Experience</b>	4 years as CHRO, 10 years as Senior Dr. of HR
<b>Shift</b>	Salaried, represents all shifts
<b>Location:</b>	Headquarters / Corporate
<b>Education</b>	Masters in Org. Dev., SPHR, CFP, SHRM-CP
<b>Age</b>	55

As a Chief HR Officer, Felicity’s main customers are the employees and the Board. She spends her time in cross-functional meetings and in planning sessions to roll out or guide talent initiatives, which her team designed. Her budget shrunk or remained neutral, yet she still must improve on core people-centered metrics. She must oversee the entire employee lifecycle—from hire to retire. Her staff is often outnumbered 200-to-1 yet she’s expected to personalize the talent journey for every employee. She struggles to prove HR is not just a cost center but instead a strategic value-add to the business. She strives to bring people management to the same level of rigor and preciseness as other C-level executives’ areas, such as the CFO’s or COO.