

N A S H V I L L E , T N

HR TENNESSEE HR MIDSOUTH

OCTOBER 1-4

20
17

CONFERENCE &
EXPOSITION
PROGRAM

AFFILIATE OF

SHRM[®]

SOCIETY FOR HUMAN
RESOURCE MANAGEMENT

Conference At-A-Glance

	Sunday, October 1 <i>Arrival Day</i>	Monday, October 2	Tuesday, October 3	Wednesday, October 4 <i>Departure Day</i>
Early Morning	6:00 a.m. - 10:00 p.m. Registration Open	6:00 a.m.–10:00 p.m. Registration Open 7:00 a.m.–8:00 a.m. Breakfast in the Marketplace Café	6:00 a.m.–6:00 p.m. Registration Open 7:00 a.m.–8:00 a.m. Breakfast in the Marketplace Café	6:30 a.m.–11:30 a.m. Registration Open 7:00 a.m.–7:30 a.m. Continental Breakfast in the Ryman Foyer
Morning		7:00 a.m.–5:00 p.m. Marketplace Exhibit Hall and SHRMStore® Open 7:30 a.m.–8:30 a.m. Concurrent Sessions (5)	7:00 a.m.–3:45 p.m. Marketplace Exhibit Hall and SHRMStore® Open 7:30 a.m.–8:30 a.m. Concurrent Sessions (5)	7:30 a.m.–8:30 a.m. Concurrent Sessions (4)
Mid-Morning		8:45 a.m.–10:00 a.m. Opening General Session with Peyton Manning 10:00 a.m.–10:45 a.m. Morning Break/Refreshments in the Marketplace Café 10:45 a.m.–Noon Concurrent Sessions (6)	8:45 a.m.–10:00 a.m. Concurrent Sessions (6) 10:00 a.m.–10:45 a.m. Morning Break/Refreshments in the Marketplace Café 10:45 a.m.–Noon Concurrent Sessions (6)	8:45 a.m.–9:45 a.m. Concurrent Sessions (5) 9:45 a.m.–10:00 a.m. Morning Break/Refreshments in the Ryman Foyer 10:00 a.m.–11:00 a.m. Concurrent Sessions (5)
Lunch	11:30 a.m.–8:30 p.m. 8th Annual Golf Scramble Gaylord Springs Golf Links**	Noon–1:30 p.m. Lunch in the Marketplace Café	Noon–1:30 p.m. Tennessee SHRM Awards Luncheon and General Session with Dr. Michael Burcham	11:15 a.m.–12:15 p.m. Closing General Session & Grand Prize Drawing Conference Concludes - 12:30 p.m.
Mid-Afternoon	12:00 p.m.–1:15 p.m. Concurrent Sessions (4) 1:30 p.m.–3:30 p.m. Super Sunday Mega Session with John Daniel	1:45 p.m.–3:00 p.m. Concurrent Sessions (6) 3:00 p.m.–3:45 p.m. Afternoon Refreshments in the Marketplace Café	1:45 p.m.–3:00 p.m. Concurrent Sessions (6) 3:00 p.m.–3:45 p.m. Afternoon Refreshments and Exhibitor's Prize Give-a-ways	
Late Afternoon	3:45 p.m.–5:00 p.m. Concurrent Sessions (4)	3:45 p.m.–5:00 p.m. Concurrent Sessions (6) 5:00 p.m.–6:30 p.m. Exhibitor's Reception Featuring Tennessee Wines & Beers in the Marketplace	3:45 p.m.–5:00 p.m. Concurrent Sessions (6)	
Evening	Open Evening – Explore the many wonders and places of the Gaylord Resort and Opry Mills Mall Registration Desk Closes 10:00 p.m.	Open Evening – Explore the many wonders and places of the Gaylord Resort and Opry Mills Mall	Tuesday Night Entertainment An Evening at the WildHorse Saloon and Lower Broad 5:30 p.m. - 6:30 p.m. - Shuttles Boarding 6:30 p.m. - 10:30 p.m. Continuous shuttles from Downtown to Gaylord 10:30 p.m. Last shuttle back to Gaylord	

* Schedule subject to change
** Requires separate registration

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MIDDLE TENNESSEE
SOCIETY FOR HUMAN
RESOURCE MANAGEMENT



RECERTIFICATION HOURS

The 2017 HRTennessee & HRMidSouth Conference has been pre-approved by SHRM, and the HR Certification Institute for recertification credit hours for the PHR® and SPHR® designations. The HR Certification Institute awards recertification credits on an hour-for-hour basis for all educational sessions attended, not including breaks, meals and exhibit hall time.

The HR Certification Institute Recertification Form is included with your conference materials. This conference program shows which concurrent sessions are awarded Strategic Business Management credit.

Use the form in your Conference bag to keep track of all the recertification credits you'll earn at the 2017 TNHR Conference & Exposition. ID is 322673 for general recertification credits. You will be awarded 21.75 HR recertification hours for attending the conference using the Program ID.

If you would like to receive Strategic Business Management credit hours for your SPHR designation, do not use the Program ID; instead 1) Submit one record for each credit hour category; and, 2) List all session titles in the Program Description and total hours for each entry.

If you prefer, you may track your recertification credits online. Visit www.hrci.org to view the online recertification tracking tool.

For more information about PHR, GPHR and SPHR recertification, please visit the HR Certification Institute website at www.hrci.org/recertification

Educational Sessions

DESIGN YOUR OWN CONFERENCE – SIX LEARNING TRACKS

Learning Tracks identify general categories of HR practice aligned with knowledge areas and allow specialists and generalists to design their schedule according to their personal and professional development needs and interests.

BUSINESS MANAGEMENT & STRATEGY

These sessions address areas of HR strategy that demonstrate alignment of HR goals with organizational goals, such as strategic planning and analysis, that fall outside traditional HR functions such as finance, marketing, information technology, the economic environment, demographic trends and budgeting.



HR TECHNOLOGY

New in 2017 This track will address the growing importance of technology and analytics in today's HR organization.



COMPENSATION

This learning track highlights current and projected trends, analyses and best practices in compensation, and total rewards.

TALENT MANAGEMENT

Sessions focused on best practices and trends in attracting, hiring, and retaining employees, as well as developing and coaching them to ensure organizational needs are met.

LEGAL

These sessions include legislative updates and proactive compliance strategies for state and federal employment laws and regulations.

BENEFITS

This track focuses on trends and strategies in the area of benefits, compliance, health & wellness initiatives.



Sessions pre-approved for Strategic Business Management credit will be indicated in the agenda listed as "BUSINESS" and carry this SPHR emblem.



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Conference Management

Art Smith, SPHR, CCP - Executive Director
Shannan Duggin -
Chapter Management Professional

Conference Chair

Andy Wainwright

Conference Host

Tiffany Coursey, SPHR, SHRM-SCP
MTSHRM President

Legislative

Tim Garrett

Programs & Speakers

Stephanie Hawkins, SPHR, SHRM-SCP

Sponsors & Exhibitors

Janet Meek

Registration & Finance

Aimee Hull, PHR
Verta Ross, PHR
Scott Kelly

Communications & Social Media

Shane Bailey
Tammy LaPoint-O'Brien, M.Ed.

Golf Scramble

Stephen King, SPHR
Jim Briggs

Hospitality, Entertainment & Social

Eric Berner, CDFA

50th Anniversary Chair

Barb Stewart, SPHR, SHRM-SCP

Volunteer Resources

Heather Thompson, PHR

Welcome to our fellow HR colleagues!

Middle Tennessee SHRM (MT|SHRM) is proud to host the 2017 HR Tennessee and HR Mid-South Conference & Exposition at the fabulous Gaylord Opryland Hotel and Conference Center in Nashville.

For 50 years, MT|SHRM has supported our (currently 1400+) members with information, tools, resources, networking, and educational programs to help them lead their organizations and create a competitive advantage.

That's right - MT|SHRM is celebrating our 50th anniversary in 2017, and we are delighted to be hosting the largest TN state conference ever. You will mingle with ~1,500 HR colleagues, exhibitors, guests, and sponsors at this year's event!

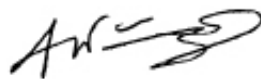
With 78 sessions and workshops in six focus tracks (Business Management & Strategy; Talent Management; Compensation; Benefits; Legal; HR Technology), this conference offers more learning opportunities than ever before. In addition, the Expo features more than 130 exhibitors and sponsors in nearly 60,000 square feet of the Expo Marketplace – so bring those walking shoes! We couldn't do it without the support of our sponsors and exhibitors, so please do show your appreciation by visiting with them during the breaks.

What's more, the conference is pre-approved for 21.75 HR credit hours by HRCI, and with 33 sessions also pre-approved for Business/Strategy credits, there are enough opportunities to secure ALL your SPHR/GPHR credits over these four action-packed days.

Most importantly, attending this conference gives you the most updated knowledge to deliver practical business solutions to your organization, stay abreast of the latest legal developments, and maximize the ROI your organization makes in its people.

We know there are other options for continued development, and we very much appreciate your choosing to attend the 2017 HR Tennessee and HR MidSouth Conference & Exposition.

On behalf of MT|SHRM, welcome to Nashville!



Andy Wainwright

2017 Conference Chair,
MT|SHRM President Elect

Vice President, HR Partnerships
CareerCurve Outplacement & Coaching
awainwright@careercurve.com



Tiffany Coursey



Andy Wainwright



Tiffany Coursey, SPHR, SHRM-SCP

Conference Host,
MT|SHRM President

HR Director
Holladay Properties
tcoursey@holladayprop.com

Conference EVENTS



VISIT THE SOCIAL MEDIA LOUNGE

The #HRTN17 Social Media Hub

Come visit our social media lounge and meet the experts who are here to answer your questions on a range of topics related to social media. Sign up for Twitter, learn how to use and search hashtags #HRTN17, and more.

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BOOK SIGNING SCHEDULE IN THE SHRMSTORE®

Check the SHRMStore® for times and schedule.



GOLF SCRAMBLE '17

Sunday, October 1

Gaylord Springs Golf Links

Join us for a day of golf at the beautiful Gaylord Springs Golf Links, voted one of the "Best Places to Play" by *Golf Digest*.

In addition to the Golf Scramble, golfers will have access to the practice range and can participate in a Group Golf Clinic at 11:30 am, led by a Gaylord Springs Golf Links Pro. Singles, teams and groups welcome!

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KICK UP YOUR HEELS AT WILD HORSE SALOON

Tuesday Night Social Event

"An Evening at Wild Horse Saloon"

5:30 pm-9:00 pm

Join us for dinner, a show, and an evening of fun and dancing at Wild Horse Saloon. You'll enjoy fabulous food, music, socializing and networking with colleagues. The Wild Horse Saloon is best known for its fabulous live shows that are performed in the beautiful three-story Theater located in the center of lower Broadway. It's an experience you'll only find in Music City!

Departing from the Magnolia Canopy from 5:30 pm - 6:30 pm. Last shuttle back to Gaylord at 10:30 pm.

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EXHIBITORS RECEPTION

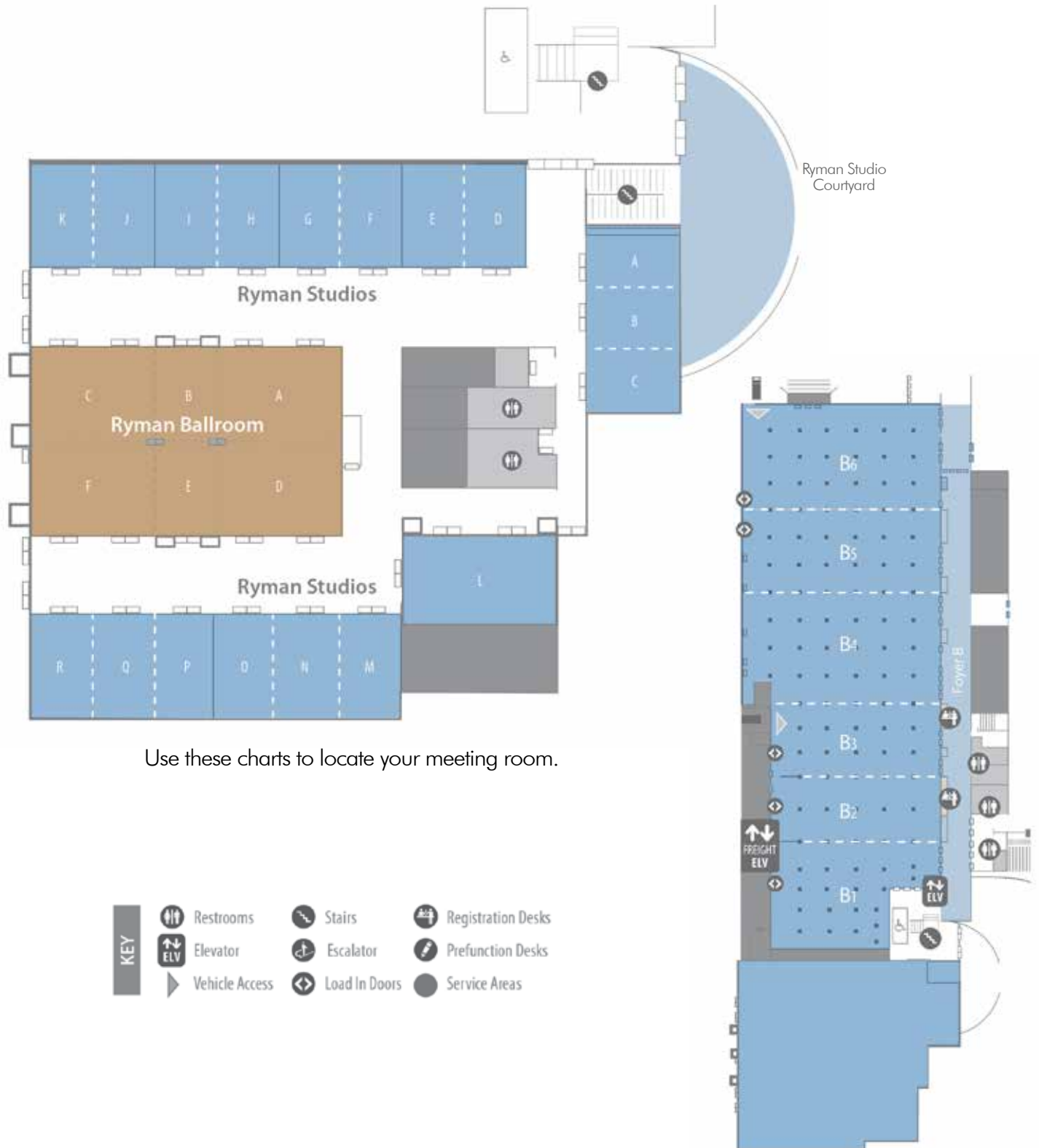
Monday, October 2, 5:00 - 6:30 pm

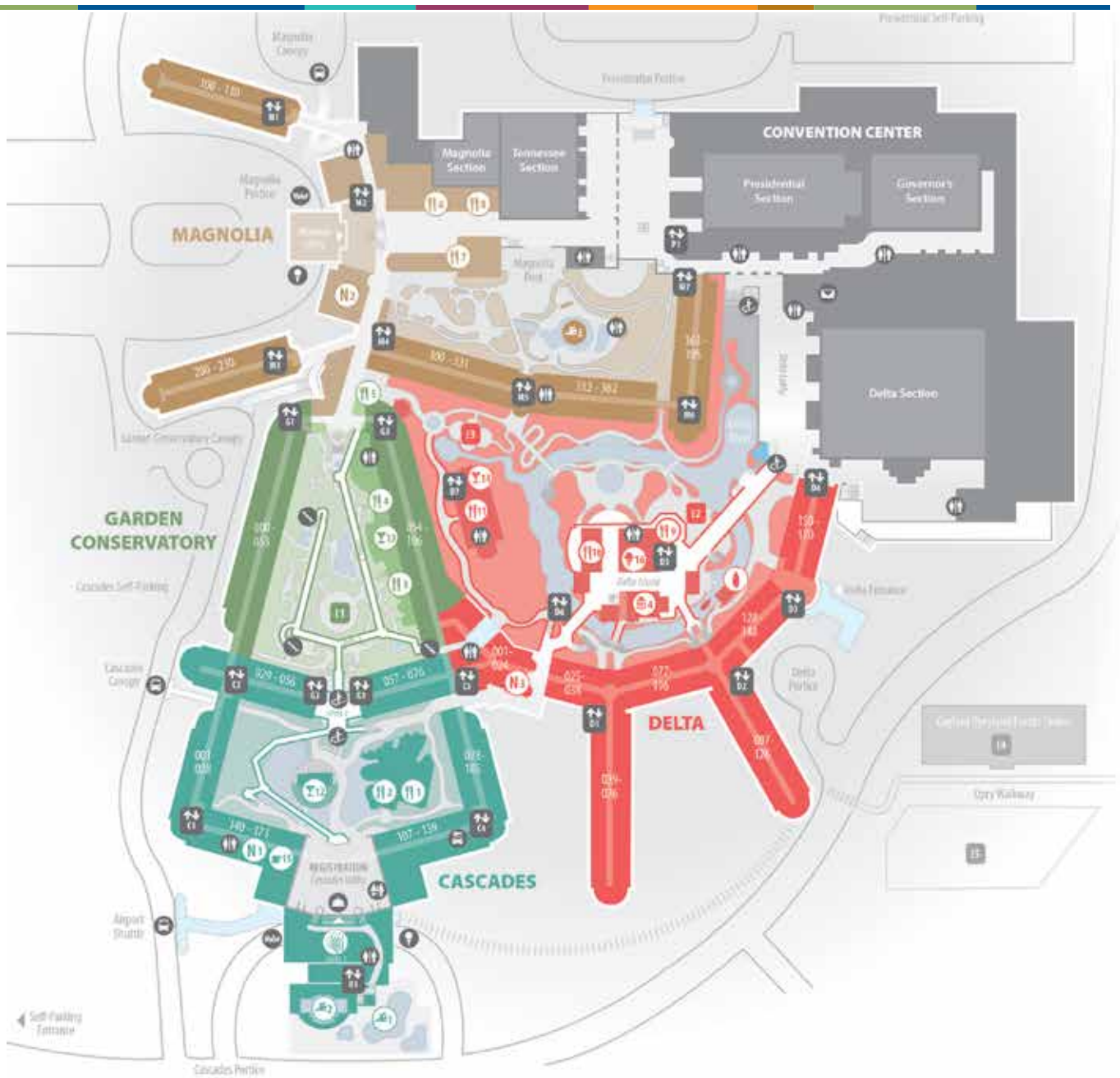
Enjoy delicious wine and beer as you mix with fellow Conference attendees in the Marketplace.

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CONVENTION CENTER MAPS





OVERVIEW MAP

COLOR LEGEND

- Cascades
- Delta
- Garden Conservatory
- Convention Center
- Magnolia

KEY

- Concierge
- Front Desk
- Valet
- Bus
- Taxi
- Car Rental
- Restrooms
- Elevator
- Stairs
- Escalator
- FedEx Office Business Center

EVENT SPACE

- Crystal Gazebo
- Water's Edge
- Delta Pavilion
- Gaylord Opryland Events Center
- Gaylord Opryland Events Center Lawn

AMENITIES

- Cascades Outdoor Pool
- Indoor Pool
- Relaxa Spa, Salon & Fitness Center (River Zee Restaurant)
- Delta Riverboats
- Magnolia Outdoor Pool
- Gaylord Springs Golf Links (17th-18th holes Magnolia & Delta 2 each 9-hole course)

SHOPPING

- Cascades Necessities
- Delta Necessities
- Magnolia Necessities
- Delta Island Shops

DINING

- Cascades American Cafe
- Wasabi's Japanese
- Solaris Cantina Mexican
- Bavaria (German)
- Conservatory Cafe (South of Delta)
- Fase Sports Bar
- Jack Daniel's Distillery
- Finley's Irish Pub
- State (Honey/Cheese & Gel)
- Pulsano's Pizzeria & Vinos (Lemon & Gel)
- Old Hickory Steakhouse

BAR & LOUNGE

- The Falls
- Conservatory Wine Bar (Lemon & Gel)
- Library Lounge

EATERY

- Cocoa Bean (Lemon & Gel)
- Delta Delights (Peanut Butter)

Conference At-A-Glance

sunday OCTOBER 1

11:30 am – 6:00 pm

sunday
OCT. 1

**Concurrent
Sessions**

**12th Annual
MT|SHRM Golf
Scramble**
GAYLORD SPRINGS
GOLF LINKS

N A S H V I L L E , T N OCTOBER 1-4

**HR TENNESSEE
HR MIDSOUTH** **2017**

CONFERENCE &
EXPOSITION PROGRAM

monday OCTOBER 2

7:30 am – 8:30 am

8:45 am – 10:00 am

10:45 am – 12:00 pm

monday
OCT. 2

**Concurrent
Sessions**

COMPENSATION

A discussion of the foundational
elements of compensation
administration

► RYMAN STUDIO PQR

LEGAL

Wage and Hour Update
(Repeat at 10:45 am)

► RYMAN BALLROOM CF

TALENT MANAGEMENT

BUSINESS
Planning for Succession Issues
in the Organization

► RYMAN STUDIO MNO

HR TECHNOLOGY

BUSINESS
How to Embrace the
Future of Feedback at Work
(Repeat on 10/2 at 1:45 pm)

► RYMAN STUDIO ABC

**BUSINESS MANAGEMENT
& STRATEGY**

BUSINESS
Become a Purpose-Driven Professional

► RYMAN BALLROOM ABDE

SPECIAL STUDENT SESSION

Winning the Battle from College
to the Workplace

► RYMAN STUDIO L



**Keynote
Speaker**

**BUSINESS MANAGEMENT
& STRATEGY**

BUSINESS

Peyton Manning Playbook:
Business Lessons from the
Gridiron

Peyton Manning, former
American football quarterback

► TENNESSEE BALLROOM

MEGA
SESSION

BENEFITS

Pharmacy Program Management:
Pitfalls, Challenges, and Best Practices

► RYMAN STUDIO L

**BUSINESS MANAGEMENT
& STRATEGY**

BUSINESS

A Look in the Mirror: HealthCare
takes an Outside-In Approach to CEO
Succession & Culture

► RYMAN BALLROOM ABDE

COMPENSATION

Mercer's 2017 US Compensation
Planning Survey

► RYMAN STUDIO PQR

HR TECHNOLOGY

BUSINESS

Faster, Smarter, Stronger: Getting Over
Your Data Fears and Getting a Grip on
Hiring Trends

► RYMAN STUDIO MNO

TALENT MANAGEMENT

With A Name Like Sourcing It's
Gotta Be Good

► RYMAN STUDIO ABC

LEGAL

Wage and Hour Update
(Repeat from 7:30 am)

► RYMAN BALLROOM CF

sunday OCTOBER 1

12:00 pm – 1:15 pm

BENEFITS

Using Social Networks to Bridge the Engagement Gap and Build Healthy Culture at Work

►RYMAN STUDIO MNO

HR TECHNOLOGY

BUSINESS

Designing for the Workforce of Tomorrow

►RYMAN STUDIO PQR

LEGAL

The New Protected Class? New Protections for LGBT Workers and Accommodations for Transgender Employee

►RYMAN BALLROOM ABDE

TALENT MANAGEMENT

BUSINESS

Hire the Best and Make Them Better

►RYMAN STUDIO CF

MEGA
SESSION



Keynote Speaker

BUSINESS MANAGEMENT & STRATEGY

BUSINESS

HR's Role in Developing Organizational Resiliency During Financial Crisis

John Daniel, Executive Vice President and Chief Human Resources Officer for First Horizon National Corp.

►PRESIDENTIAL BALLROOM

3:45 pm – 5:00 pm

LEGAL

The Ultimate Legal / HR Audit: An HR Attorney's Perspective

►RYMAN BALLROOM ABDE

BUSINESS MANAGEMENT & STRATEGY

BUSINESS

Raising the Bar: How Interactive Intelligence's Top 100 Leaders Used Horizontal Leadership to Advance Their Strategy

►RYMAN STUDIO PQR

COMPENSATION

Reward Implications & Strategies for Millennials

►RYMAN BALLROOM CF

TALENT MANAGEMENT

BUSINESS

Achieving a Competitive Advantage by Human Capital with Talent Development Strategies

►RYMAN STUDIO MNO

monday OCTOBER 2

12:00 pm – 1:30 pm

LUNCH

►MARKETPLACE CAFE

MEGA
SESSION

BENEFITS

BUSINESS

Health Policy Update from Washington, DC

►RYMAN BALLROOM ABDE

BUSINESS MANAGEMENT & STRATEGY

BUSINESS

Driving Business Results Across Distance and Culture: A Panel Discussion

►RYMAN STUDIO MNO

COMPENSATION

Money Talks

►RYMAN STUDIO PQR

HR TECHNOLOGY

BUSINESS

How to Embrace the Future of Feedback at Work

(Repeat from 10/2 at 7:30 am)

►RYMAN STUDIO ABC

LEGAL

Recent Developments Under the National Labor Relations Act - "Case Studies and Practical Guidance"

►RYMAN BALLROOM CF

TALENT MANAGEMENT

BUSINESS

The Business Impact of Diversity and Inclusion at BlueCross BlueShield

►RYMAN STUDIO L

3:45 pm – 5:00 pm

BENEFITS

The Millennial Holds the Key to Innovation in Health Benefits

►RYMAN STUDIO ABC

BUSINESS MANAGEMENT & STRATEGY

BUSINESS

HR Analytics: Beginning the Journey

►RYMAN BALLROOM ABDE

COMPENSATION

Compensation Mythbusters

►RYMAN STUDIO PQR

HR TECHNOLOGY

BUSINESS

The Time is Now. The Tools are Here. HR Technology Delivers Human Capital Solutions that Drive the CEO's Agenda

(Repeat on 10/3 at 10:45 am)

►RYMAN STUDIO L

LEGAL

Absence Makes the Heart Grow Fonder? A Guide to Return-to-Work Issues

►RYMAN STUDIO MNO

TALENT MANAGEMENT

Developing a Mentoring Culture

►RYMAN BALLROOM CF

Conference At-A-Glance

tuesday OCTOBER 3

tuesday
OCT. 3
Concurrent
Sessions

7:30 am – 8:30 am

BENEFITS

Successful Employer Partnerships:
Lessons in Quality and Value
▶RYMAN STUDIO PQR

BUSINESS MANAGEMENT & STRATEGY

BUSINESS
Building Execution Power Using
the Leadership Pipeline
▶RYMAN BALLROOM CF

COMPENSATION

Excel Tips and Dashboard Skills
(Repeat at 8:45 am)
▶RYMAN STUDIO ABC

LEGAL

Immigration Law in the Trump Era
▶RYMAN STUDIO MNO

TALENT MANAGEMENT

Performance Management -
Making it Better, Making it Matter
▶RYMAN BALLROOM ABDE

8:45 am – 10:00 am

BENEFITS

Evolution of Worksite Wellness
▶RYMAN STUDIO MNO

BUSINESS MANAGEMENT & STRATEGY

BUSINESS
Honing Your Business Strategy Skills
▶RYMAN BALLROOM CF

COMPENSATION

Excel Tips and Dashboard Skills
▶RYMAN STUDIO PQR
(Repeat from 10/3 at 7:30 am)

HR TECHNOLOGY

BUSINESS
Getting Started with Learning and
Performance Analytics
▶RYMAN STUDIO L

LEGAL

Train Your HR Team to Expect the
Unexpected Employment Law Issues
▶RYMAN BALLROOM ABDE

TALENT MANAGEMENT

Using Analytics to Drive Recruiting
Performance
▶RYMAN STUDIO ABC

10:45 am – 12:00 pm

BENEFITS

BUSINESS
Market Innovations and Strategies
in Behavioral Healthcare
Panel Discussion
▶RYMAN STUDIO L

BUSINESS MANAGEMENT & STRATEGY

BUSINESS
HR's Role in Fostering a Culture of Innovation
- A CEO's Perspective
▶RYMAN BALLROOM CF

COMPENSATION

Navigating Today's Compensation
Landscape; Panel Discussion
▶RYMAN STUDIO PQR

HR TECHNOLOGY

BUSINESS
HR Technology, The Time is Now.
The Tools are Here.
(Repeat from 10/2 at 3:45 pm)
▶RYMAN STUDIO ABC

LEGAL

Strategies for Addressing Harassment
▶RYMAN BALLROOM ABDE

TALENT MANAGEMENT

BUSINESS
Employee Culture as a Talent
Acquisition Tool
▶RYMAN STUDIO MNO

wednesday OCTOBER 4

wednesday
OCT. 4
Concurrent
Sessions

7:30 am – 8:30 am

BENEFITS

Employee Benefit Plan
Designs: Are You Up to Date?
▶RYMAN STUDIO PQR

BUSINESS MANAGEMENT & STRATEGY

BUSINESS
Human Performance
Technology (HPT) Roadmap to
Impact Financial Budgets
▶RYMAN STUDIO MNO

LEGAL

Practical Guidance
for ADA Reasonable
Accommodation Issues
▶RYMAN BALLROOM ABDE

TALENT MANAGEMENT

Good Judgment:
The Path for Great Leaders
▶RYMAN BALLROOM CF

8:45 am – 9:45 am

BENEFITS

The Case for Advocacy
(Repeat at 10:00 am)
▶RYMAN STUDIO ABC

BUSINESS MANAGEMENT & STRATEGY

BUSINESS
Improving Transitions through
Knowledge Transfer
▶RYMAN BALLROOM CF

COMPENSATION

Pay Compression - What Did You
Expect? (Repeat at 10:00 am)
▶RYMAN STUDIO MNO

LEGAL

Top 10 Handbook Policies
▶RYMAN BALLROOM ABDE

TALENT MANAGEMENT

Recruit Like the FBI, the
Original Social Engineers
▶RYMAN STUDIO PQR

10:00 am – 11:00 am

BUSINESS MANAGEMENT & STRATEGY

BUSINESS
How to Design and Implement a
Successful Strategic Management
development Initiative
▶RYMAN BALLROOM ABDE

LEGAL

How to Avoid Risks When
Onboarding Employees
▶RYMAN BALLROOM CF

COMPENSATION

Pay Compression - What Did You Expect?
(Repeat from 8:45 am)
▶RYMAN STUDIO MNO

BENEFITS

The Case for Advocacy
(Repeat from 8:45 am)
▶RYMAN STUDIO ABC

TALENT MANAGEMENT

Social Recruiting: Turning Your Employees
into Rock Star Recruiters
▶RYMAN STUDIO PQR

tuesday OCTOBER 3

12:00 pm – 1:30 pm



**Keynote
Speaker**
**Tennessee
HR Awards
Luncheon**

**BUSINESS
MANAGEMENT &
STRATEGY** BUSINESS
Thinking Like a CEO
Tennessee HR Professional
Awards Luncheon with
Dr. Michael Burcham,
CEO of Narus Health
▶ **TENNESSEE BALLROOM**

1:45 pm – 3:00 pm

BENEFITS
How Communications Can Drive Better
Business Results from your Benefits
Programs
▶ **RYMAN STUDIO PQR**

**BUSINESS MANAGEMENT
& STRATEGY**
BUSINESS
Lessons Learned in Becoming a
Strategic HR Leader - A Panel
Discussion
▶ **RYMAN BALLROOM ABDE**

COMPENSATION
Using Incentive Pay Strategically
▶ **RYMAN STUDIO MNO**

HR TECHNOLOGY
The Tools You Need for the
Learning Culture You Want
▶ **RYMAN STUDIO L**

LEGAL
Supreme Court Labor &
Employment Update
▶ **RYMAN BALLROOM CF**

TALENT MANAGEMENT
BUSINESS
How Companies Leverage D&I
Strategy in our Political Environment
▶ **RYMAN STUDIO ABC**

3:45 pm – 5:00 pm

BENEFITS
Optimizing Your Employee
Benefits: Panel Discussion
▶ **RYMAN BALLROOM CF**

COMPENSATION
Employee Value Proposition
and Total Rewards: Modernize
or Risk Irrelevance
▶ **RYMAN STUDIO ABC**

LEGAL
Dealing with Racial Tension
in the Workplace
▶ **RYMAN STUDIO PQR**

**BUSINESS MANAGEMENT
& STRATEGY**
BUSINESS
Creating a Data-Driven
Decision-Making Culture
▶ **RYMAN STUDIO MNO**

HR TECHNOLOGY
BUSINESS
Identifying HiPos and Evaluating the Impact of
Learning Experiences
▶ **RYMAN STUDIO L**

TALENT MANAGEMENT
BUSINESS
16 Elements of Engagement, the Building Blocks
of High-Performing People, Cultures, and
Organization
▶ **RYMAN BALLROOM ABDE**

wednesday OCTOBER 4

11:15 pm – 12:30 pm

**Closing
General Session**

LEGAL
Trump Administration –
A Panel Discussion of the
Administration and its Impact
on the Employment Landscape
▶ **RYMAN B3 EXHIBIT HALL**

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sunday
OCT. 1

Concurrent Sessions

12:00 pm – 1:15 pm, 1.25 hours

BENEFITS

Using Social Networks to Bridge the Engagement Gap and Build Healthy Culture at Work

► RYMAN STUDIO MNO

Jay Kelley's presentation focuses on the broader context of the role social networks play in a person's health. Jay then goes further to explain how and why H.R. managers and wellness professionals should leverage social dynamics and positive support among co-workers to drive employee engagement in organizational wellness programs, sustain healthy behavior change, and build a culture of well-being at the workplace.

Those attending this presentation will take away key lessons and recommendations for improving wellness-program participation and employee health, including the following:

- Principles for driving employee engagement in wellness programs
- Understanding how excited employee social networks can be leveraged to build an organizational culture of health and well-being
- Ideas for using technology to support employee wellness and long-term behavior change

Presenter: Jay Kelley, President and CEO of Spire Labs.

HR TECHNOLOGY BUSINESS



Designing for the Workforce of Tomorrow

► RYMAN STUDIO PQR

Join Keith Webb, Ultimate Software's SaaS Technologist, as he reveals the results of a new National Workforce Study conducted in collaboration with The Center for Generational Kinetics and Kelton Global. The discussion will include technology strategies that can be utilized across the enterprise to maintain a competitive edge for your organization. Specifically, generational differences will be highlighted. Generational differences are a challenge for even the most experienced managers, and, considering many organizations currently employ at least three different age groups, it's not getting any easier. This session will offer insight on how employers can utilize technology to improve recruiting, retention, communication, and more.

Presenter: Keith Webb, Software as a Service (SaaS) Technologist for Ultimate Software.

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LEGAL

The New Protected Class? New Protections for LGBT Workers and Accommodations for Transgender Employee

► RYMAN BALLROOM ABDE

What You Should Know About New Protections for LGBT Workers and Accommodations for Transgender Employees. Recent regulations issued by the federal government and state legislatures, along with increased oversight and enforcement against private and public employers by the EEOC have highlighted workplace accommodation concerns of transgender employees. Our presentation will focus on the current state of the law including unanswered questions and policy considerations as well as practical insights and strategies on handling these sensitive situations.

Learning Objectives:

- State and federal protections based on sexual orientation and gender identity
- Workplace accommodations and the impact of transgender employment rights on policies and practices of corporations and nonprofits.
- Increased awareness of your company's risk and a clear understanding of a path forward for your company.

Presenter: Rachel Rosenblatt, Attorney-at-Law, Littler

TALENT MANAGEMENT BUSINESS



Hire the Best and Make Them Better
► RYMAN BALLROOM CF

Executives and HR management have always been focused on basic talent management—acquiring, hiring and retaining talented employees. But, to drive optimal levels of success, business leaders need engaged, high-performing employees. A culture of strategic talent management allows you to become “proactive” versus “reactive” and to hire the best and make them better!

In this program, we will discuss the following:

- What is Talent Management and Why is it Important in today's changing organizational climate.
- The Three Key Aspects of High-Impact Talent Management Culture and the Steps to Take to Start Building Today.
- The Value of a Culture of Talent Management.

If you are looking for a high-content presentation that will educate, inspire and provide practical steps to create a culture of talent management and success... this is it!

Presenter: Jason Brooks, PhD, MBA, Chief People Officer at Addiction Campuses.



MEGA
SESSION

Keynote Speaker

Presented by:



1:30 pm – 3:30 pm, 2 hours

BUSINESS MANAGEMENT & STRATEGY BUSINESS



Bouncing Back:

HR's Role in Developing Organizational Resiliency During Financial Crisis

► PRESIDENTIAL BALLROOM CE

Drawing on his own powerful personal story of overcoming heart disease and organ transplantation, John describes those qualities that enable individuals and organizations to rebound when faced with extraordinary obstacles. As CHRO of a major financial institution, John partnered with the CEO to steer his organization successfully through a financial crisis.

Participants in this Super Sunday Mega Session will learn to:

- Understand personal resiliency and how to develop the ability to bounce back from setbacks.
- See resilience as a key concept that affects organizational performance.
- Gain insight on how to build resiliency in leaders and within an organization.
- Understand resiliency as a critical tool for leading change.

Presenter: John Daniel, Executive Vice President and Chief Human Resources Officer for First Horizons / First Tennessee





Concurrent Sessions

3:45 pm – 5:00 pm, 1.25 hours

LEGAL

The Ultimate Legal / HR Audit: An HR Attorney's Perspective

► RYMAN BALLROOM ABDE

During this high-intensity and high-content presentation, attendees will learn how to perform textbook audits of internal policies, procedures, and practices to avoid legal and regulatory liability – all from an HR attorney's perspective. This presentation is laser focused on how implementing "legal best practices" in a wide range of tricky (insert "ridiculous") HR areas, such as wage and hour, employee leave, hiring, disciplining and terminations, social media, internal investigations, and so much more. Attendees will learn how to develop solid, time-tested internal forms (and may even receive a few), which will encourage and drive management legal compliance and will hold-up under the most intense legal scrutiny. Simply put, this is a must-attend presentation for all levels of HR professional.

Learning Objectives:

- Learn how to perform textbook audits of internal HR policies, procedures, and practices
- Identify and improve upon critical HR areas that lead to costly litigation
- Obtain skills to develop important HR forms that will encourage and drive management legal Acompliance

Presenter: Greg Grisham,
Attorney at Ford & Harrison, LLP.

BUSINESS MANAGEMENT & STRATEGY BUSINESS



Raising the Bar: How Interactive Intelligence's Top 100 Leaders Used Horizontal Leadership to Advance Their Strategy

► RYMAN STUDIO PQR

This is a case study presentation by Right Management and Interactive Intelligence (now Genesys).

In 2016, Interactive Intelligence was acquired by Genesys, an award-winning customer experience organization. As a Gartner-rated Magic Quadrant peer of Genesys, Interactive had evolved itself in the 3 years prior to the acquisition from a software products company to a cloud communications provider. As the largest acquisition in Genesys' history, it proceeded quickly and effectively due to the strategy & execution capabilities of the Top 100 Interactive leaders.

So how did the least senior leaders challenge the most senior execs to think/act differently? How did they master organizational change, with C-Suite execs claiming "we can now do in 3 months what used to take 3 years"? How did this "target" organization position itself as an attractive asset? How did leaders collaborate with new peers to accelerate integration efforts, even prior to close?

The answer was a powerful Advanced Leadership experience for the Top 100 Interactive Intelligence leaders. Over 4 years, leaders below the C-Suite (and the C-Suite leaders themselves) were immersed in intensive learning events & held accountable for solving real-time business issues. They learned to think/act like CEOs & COOs – with new skills in strategy and execution. This globally dispersed, functionally diverse group rebranded the company to Wall Street, able to truly lead as a unified global body. Many had significant career growth (including 2 promotions to the C-Suite) & HR demonstrated greater retention of key talent for Interactive's success. This is their story.

Learning Objectives:

- Techniques for accelerated cross-functional collaboration
- Platforms to enable junior leaders to challenge/correct leadership ineffectiveness in senior leaders
- Techniques for developing leaders skilled at strategy/execution

Presenters: Corey Bischoff, Vice President of Global Sales Operations at Genesys. Emily Campbell, MS Global Manager of Organization Development for Genesys. Traci Clayton, PhD, VP and HealthCare Practice Leader for Right Management North America.

COMPENSATION

Reward Implications & Strategies for Millennials

► RYMAN BALLROOM CF

Organizations are intrigued with the mindset of millennials and there is a lot of speculation about what it takes to attract, motivate and retain them. Over half of our workers will come from this generation by 2020 and close to three quarters of our workforce will be millennials by 2025. It is time to anticipate how our rewards systems and offerings will need to change in the very near future. This session will focus on the key implications and strategies to consider in changing our rewards programs to make sure we are ready for the next generation of global workers. We'll offer a holistic debate about the best way to approach planning for a millennial workforce.

In this session, we will:

- Offer an overview of millennial characteristics and preferences based on recent research
- Explore reward implications and the best ways to plan ahead to address the requirements of this emerging workforce segment
- Present information on salary and variable pay spending and budgeting

Presenter: Ken Abosch,
Partner at Aon Hewitt.

TALENT MANAGEMENT BUSINESS

Achieving a Competitive Advantage by Human Capital with Talent Development Strategies

► RYMAN STUDIO MNO



Learning Objectives:

Take the Source, Grow, Align Model:

- Assess current state to build future state.
- Align talent to business strategy with talent development strategy.
- Use a holistic approach by attracting, selecting and developing with purpose.

Presenters: Ginger Duncan, Senior Consultant, and Craig Eggleton, Senior Consultant, with The Human Capital Group, Inc.



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monday
OCT.2

Concurrent Sessions

7:30 am – 8:30 am, 1 hour

COMPENSATION

Compensation 101: A discussion of the foundational elements of compensation administration

► RYMAN STUDIO PQR

What are the basic building blocks of a compensation system? Your organization's compensation system needs to balance the internal alignment with the market pay factors.

Presenter: Judy Van Hein, PhD, Professor at Middle Tennessee State University (MTSU).

*SPECIAL STUDENT SESSION

Secrets of the Career Playbook: Winning the Battle from College to the Workplace

This SHRM Student Panel provides the opportunity to hear from young HR professionals in the Middle TN area.

► RYMAN STUDIO L

Panelists: Lee Kennedy, Workers' Compensation Specialist- Compassus, Nicole Blom, CIR/SWP, Talent Manager, ReviveHealth Allison Valiquette, Sr. Manager-HR Operations, Dollar General Corp. Jaclyn Cremisi Pritchett, SHRM-CP/PHR, Director of Talent Management, Brookdale Senior Living Facilitators and Organizers Facilitator- Jade Wilkerson, CP/PHR, MTSHRM Chair of College Relations Panel Organizer-Paula Murray, SHRM-SCP, MTSHRM Director of Workforce Readiness.

LEGAL

Wage and Hour Update

(Repeat at 10:45 am)

► RYMAN BALLROOM CF

Kara will provide an overview of recent developments, common mistakes, and pitfalls to avoid with respect to wage and hour compliance. Topics will include misclassification issues, work time and overtime calculation issues, and enforcement trends under the Trump administration.

Presenter: Kara Shea, Practice Group Leader of the Labor and Employment Group at Butler Snow, LLP.

TALENT MANAGEMENT BUSINESS

Empty Seats-Planning for Succession Issues in the Organization

► RYMAN STUDIO MNO

Organizational Succession Issues are challenging and much more common than most of us expect. The strategies encountered involve talent assessment, development and acquisition, so the needs are many and not easily accomplished.

Dan will give a comprehensive picture of what a Succession Strategy includes and he will also share insights gained in working with clients in various industries.

Presenter: Dan Ryan, MEd, MBA, Founding Principal with Ryan Search & Consulting.

HR TECHNOLOGY BUSINESS

How to Embrace the Future of Feedback at Work

(Repeat at 1:45 pm)

► RYMAN STUDIO ABC



Today's digital technologies are undoubtedly changing the way we work for the better. Workers are hyper-connected, data is always within reach and organizations are leveraging groundbreaking technologies like AI to welcome the future of work. The way we manage, lead and organize our teams is changing before our very eyes.

We must embrace HR 2.0 to attract, hire and maximize talent. This is what gives businesses a competitive advantage in today's economy. In this presentation, Bianca will leverage her vast experience working with HR leaders around the world to discuss how to fully embrace feedback during the HR 2.0 era.

Learning Objectives:

- Goodbye annual performance review.
- Hello continuous performance management.
- Making feedback part of your company culture.

Presenter: Bianca McCann, CHRO of BetterWorks.



BUSINESS MANAGEMENT & STRATEGY BUSINESS



Become a Purpose-Driven Professional ▶ RYMAN BALLROOM ABDE

Dr. Gregg has developed an emotional mastery system comprised of 3 essential steps to help you discover your Lifesong:

- ▶ Step 1: Become Emotionally Aware of your Lifesong. Everyone is unique and so are your emotions associated with your best state. You must become emotionally aware before you can control your emotions.
- ▶ Step 2: Create Notes to your Lifesong. Participants will learn how to individualize their peak state by creating images, words, and actions centered around their Lifesong
- ▶ Step 3: Play their Lifesong on a Daily Routine. To push your emotions in the right direction, attendees will learn how to develop daily routines that promote their best state, time and time again.

Participants in the program will discover these key take-a-ways:

- ▶ Higher levels of productivity
- ▶ Less burnout
- ▶ Better attitude
- ▶ More creativity
- ▶ Greater energy

HR business partners will have the opportunity to dig into the reasons and plan for new strategic results, as we investigate culture. This includes cultural challenges in the workplace, cultural norms that are unspoken, and cultural values that are written yet never acted upon. A culture assessment will be used to introduce concepts; tools will be introduced to generate a new mindset for enacting your organization's culture daily. Set strategy up with a culture that works to produce an excellent employee experience.

Presenter: Gregg Steinberg, PhD, professor of Human Performance at Austin Peay State University.



Keynote Speaker

8:45 am – 10:00 am, 1.25 hours

BUSINESS MANAGEMENT & STRATEGY BUSINESS



Peyton Manning Playbook: Business Lessons from the Gridiron ▶ TENNESSEE BALLROOM

Peyton Manning will go down as one of the greatest quarterbacks in NFL history. With two Super Bowl titles, Peyton retired from the NFL in March of 2016 following a win at Super Bowl 50 over the Carolina Panthers. He now focuses on his career as an entrepreneur and keynote speaker looking to impact others by sharing his advice on success in work and life.

The way he played the game of football on and off the field offers some powerful business lessons. As a successful business owner of more than 30 Papa John's Pizza restaurants, Peyton will discuss how business leaders can use the same principles he used in football to successfully lead their organization:

- ▶ Preparation leads to success
- ▶ Quick decisions pay off
- ▶ Strategy is never perfect

Peyton will talk about how important it is for leaders to adjust to less-than-ideal circumstances. He lists seven pieces of advice for leaders, backing each with an anecdote from his career:

- ▶ Prepare for the best advice to fall flat when reality-tested
- ▶ Learn to thrive on being uncomfortable
- ▶ Invest in a coach
- ▶ Find a new way to do the old job
- ▶ Become a master observer
- ▶ Align your individual goals with team goals
- ▶ Understand the sustained power and influence flowing from your relationships with others

Presenter: Peyton Manning, former American football quarterback who played 18 seasons in the NFL.

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OCT. 2

Concurrent Sessions

10:45 am – 12:00 pm, 1.25 hours

BENEFITS

Pharmacy Program Management: Pitfalls, Challenges, and Best Practices ▶ RYMAN STUDIO L

It's the most frequently accessed employee benefit that you offer... and also the most complex. And while it only represents a portion of your total healthcare dollar, it is perhaps the most difficult portion to successfully manage. It's your Pharmacy Benefit Program, and if it's not at the front of your mind, it probably should be.

Effective management of this benefit can drive material cost savings, but it requires a sophisticated approach. Contract optimization, program auditing, clinical management efforts, and plan design balancing are just some of the challenges that plan sponsors face in the world of pharmacy. And with the recent explosion in the utilization of high-dollar specialty drug classes, these challenges are not getting any easier.

In this session, you will:

- ▶ Learn how to optimize your pharmacy benefit contract with RFPs, renewals, and market checks, for near-term program savings of 5% to 15%

- ▶ Understand the importance of program audit and oversight, and learn which types of audits tend to generate the most significant ROI
- ▶ Identify opportunities for improved clinical and utilization management, especially in the complex area of specialty drugs
- ▶ Learn how new plan design features like point-of-sale rebates and drug-level specialty copays are changing the landscape of plan design strategy for pharmacy

You will leave the session with a road-map to help you prioritize your efforts for the effective management of your pharmacy benefit program.

Presenter: Josh Golden, Area Senior Vice President at Arthur J. Gallagher & Co.

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BUSINESS MANAGEMENT & STRATEGY BUSINESS



A Look in the Mirror: HealthCare takes an Outside-In Approach to CEO Succession & Culture ▶ RYMAN BALLROOM ABDE

ThedaCare draws national attention for its robust Lean practices, quality improvement and success; they openly share and support healthcare transformation. Despite the personal humility of the CEO & many leaders, a successful decade in the Lean limelight resulted in understandable system pride, obscuring their ability to clearly see the need to evolve Lean through "people and process improvement" working together. The leadership culture needed to reinvent itself to address current /future business challenges, but no one was there to "hold up the mirror".

The CEO & CHRO were courageous in opening the door for an "outside-in" perspective (engaging consultants was against cultural norms). With the CEO's pending retirement, it was time to think about the CEO of the future, the executive team of the future and the future leadership culture that would blend people, process and results. ThedaCare engaged Right Management in creating a rigorous process to select, promote & develop executive talent, up to/including the CEO. This work resulted in a host of future-talent driven processes. A significant turning point was an executive team session where Right Management "held up the mirror", showing the team's collective leadership profile. The "aha" was that business results had begun to mirror how the leadership culture had evolved. The organization's focus was on Lean tools, but employees in opera-

tional silos needed inspirational leadership to connect the mission/vision with people's work across the system. This iterative, "Outside-In" process led ThedaCare to own & drive personal, team & organizational transformation. This is their story.

Learning Objectives:

- ▶ Learn how leadership behavior drives business outcomes.
- ▶ Learn outside-in approaches to prevent system blindness.
- ▶ Learn HR processes to transform leadership culture.

Presenter: Traci Clayton, PhD, VP and HealthCare Practice Leader for Right Management North America, Richard Funk, Executive Business Partner, ThedaCare and Maureen Pistone, SVP of Talent Development and HR, ThedaCare.

COMPENSATION

Mercer's 2017 US Compensation Planning Survey

▶ RYMAN STUDIO PQR

Mercer's 2017 US Compensation Planning Survey is a survey conducted each year in the US. The participation rate is high and many clients find the results meaningful in their annual compensation planning. This session will review summary results; the results include core compensation planning percentages (merit budgets, promotion budgets, salary structure increase, etc.). Additionally, information on compensation practices, prevalence of certain compensation programs, and "other" reward trends outside of compensation will be covered.

Presenters: Lia Santos, Principal at Mercer. Mary Ann Sardone, Partner North America Workforce Rewards Practice Leader at Mercer.

HR TECHNOLOGY BUSINESS



Faster, Smarter, Stronger:

Getting Over Your Data Fears and Getting a Grip on Hiring Trends

▶ RYMAN STUDIO MNO

As with any period of growth and innovation, the question is: what will have staying power? Which metrics and techniques will win the war for talent in the future? How do the near-term economic outlook and longer-term trends come into play? Drawing on iCIMS proprietary data, this session will provide an overview of recent trends in U.S. hiring and will compare talent supply and demand by industry, location and company size. The session will also evaluate what the new frontiers of economic data and HR metrics mean for our ability to analyze hiring trends and the job market, and how this market intelligence can help organizations enhance their hiring process. This will include a description of challenges and opportunities in standardizing HR data in order to help organizations benchmark their performance and compare it to government labor market data.

Learning Objectives:

- ▶ Learn about the U.S. hiring landscape and labor market, and discover where talent demand and supply is strong, where it is weak, and how organizations appear to respond to those dynamics.
- ▶ Understand the macroeconomic backdrop for these trends.
- ▶ Explore the challenges and opportunities in standardizing novel HR data.

Presenter: Josh Wright, Chief Economist at iCIMS.

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OCT. 2

Concurrent Sessions

10:45 am – 12:00 pm, 1.25 hours

(Continued)

TALENT MANAGEMENT

**With A Name Like Sourcing
It's Gotta Be Good**

► RYMAN STUDIO ABC

During this interactive session sourcing strategies and tactics that both average recruiting Joe's and longtime sourcing pros can use the day of to improve their ability to target and find potential candidates.

Topics include:

- Boolean operators and how they can allow talent acquisition professionals to get outside the box when it comes to finding talent and zeroing in.
- Using the open web to search out candidates that, in many cases, cannot be found anywhere else.
- Tools (many of them free) that can be used to find relevant talent and help uncover contact information for those found on LinkedIn and other social media sites.
- An overview of how to focus in searches to develop diverse pools of talent.

Presenter: Matt LeBlanc, Talent Sourcing Manager with Microsoft.

LEGAL

Wage and Hour Update

(Repeat from 7:30 am)

► RYMAN BALLROOM CF

Kara will provide an overview of recent developments, common mistakes, and pitfalls to avoid with respect to wage and hour compliance. Topics will include misclassification issues, work time and overtime calculation issues, and enforcement trends under the Trump administration.

Presenter: Kara Shea, Practice Group Leader of the Labor & Employment Group at Butler Snow, LLP.



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1:45 pm – 3:00 pm, 1.25 hours

BENEFITS BUSINESS



Health Policy Update from Washington, DC

► RYMAN BALLROOM ABDE

We are on the cusp of a major transformation in how people access healthcare and how care is delivered. It will be led by those employers and innovative providers that harness technology, consumerism, and advances in value-based reimbursement. The potential savings to the organization are vast. The extent to which and how quickly those savings can be realized will be impacted by the Trump Administration's and Congress' healthcare reform initiatives. This session will cover strategies that your organization can implement to leverage these new opportunities.

Presenter: Tracy Watts, Senior Partner, National Leader for U.S. Health Care Reform at Mercer

BUSINESS MANAGEMENT & STRATEGY BUSINESS



Driving Business Results Across Distance and Culture: A Panel Discussion

► RYMAN STUDIO MNO

Leaders are increasingly challenged with leading teams who are geographically and culturally dispersed. While this geographic and cultural diversity is critical to today's market place and for nimble, growing companies, there can be inherent challenges in thriving in this new virtual, global reality. Please join our global team's experts as they discuss how leaders can build trust, alignment, and commitment from a distance.

Panelists will share:

- Case studies highlighting global teams' success.
- Key principles of influencing with out being physically present.
- Guidance on leveraging diversity and cultural differences.
- Strategies for building alignment, commitment, and performance remotely.

Moderator: Ann Gillespie, CEO and co-founder of ProLingua, Inc.

Panelists: Marlin Chapman is Global Alliance Director – Executive Compensation for Nissan North America. Meg Harris, Global HR Business Partner with UBS. Jeffrey W. Overby, PhD, Associate Professor of Marketing & Director of the Center for International Business at Belmont University. Jason Overton, Director of Market Development at Aperian Global.

COMPENSATION

Money Talks

► RYMAN STUDIO PQR

No one likes to talk about compensation unless they're talking about raises or bonuses. But for HR professionals, it's a topic we can't avoid. So, it's critical for us to understand the link between pay programs and business strategy. It's even more important that we speak the same language and use words anyone can understand. In this session, you'll learn how to talk to people in your organization about compensation, no matter what their role or job level.

Specifically, you'll walk away knowing how to:

- Speak to the fundamentals of compensation using common language
- Partner with total rewards colleagues to make the most of your compensation dollars
- Connect pay solutions with business objectives
- Have productive conversations with managers and employees about individual compensation

Presenter: Scott Kelly, Assistant Vice President, HR Analytics/Business Intelligence/Data Management, at HCA, Inc.

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1:45 pm – 3:00 pm, 1.25 hours

HR TECHNOLOGY BUSINESS



How to Embrace the Future of Feedback at Work

► RYMAN STUDIO ABC
(Repeat from 7:30 am)

Today's digital technologies are undoubtedly changing the way we work for the better. Workers are hyper-connected, data is always within reach and organizations are leveraging groundbreaking technologies like AI to welcome the future of work. The way we manage, lead and organize our teams is changing before our very eyes.

We must embrace HR 2.0 to attract, hire and maximize talent. This is what gives businesses a competitive advantage in today's economy. In this presentation, Bianca will leverage her vast experience working with HR leaders around the world to discuss how to fully embrace feedback during the HR 2.0 era.

Learning Objectives:

- Goodbye annual performance review. Bianca will discuss how we've arrived at HR 2.0 and why the leading businesses are saying goodbye to annual reviews and trading them in for more continuous processes for feedback. She will specifically discuss outside examples and anecdotes on the power of moving away from annual processes.

- Hello continuous performance management. She will explain why we are now ready to embrace continuous performance management. She will reference studies about why feedback is needed (for example 65% say they aren't getting enough feedback), and why technology has brought us to this point (e.g. data available).
- Making feedback part of your company culture. By leveraging her experience with BetterWorks customers from Kroger to AOL, Bianca will share anecdotes of cultural change that needed to happen for leading organizations to truly make the jump to embrace feedback. She will also offer tips for welcoming/embracing feedback and how to get managers on board.

Presenter: Bianca McCann, MHRIR, CHRO of BetterWorks.

LEGAL

Recent Developments Under the National Labor Relations Act - "Case Studies and Practical Guidance"

► RYMAN BALLROOM CF

The NLRB under the Obama Administration reversed decades of precedent and set new, labor-friendly precedent and rules. President Trump has expressed a commitment to reversing these developments from the Obama NLRB. This presentation will discuss, in case study format:

- The significant Obama NLRB rulings and their impact (in case study format)
- The significant developments under the Trump Administration
- What other developments to expect from President Trump's NLRB, including analysis of the new members

Presenter: Tim Garrett, Attorney with Bass, Berry & Sims.



TALENT MANAGEMENT BUSINESS



The Business Impact of Diversity and Inclusion at BCBST

► RYMAN STUDIO L

Attendees will leave with tools to establish strategic relationships with key individuals in the organization to influence organizational decision-making and help to facilitate the development and communication of the organization's core values and ethical behaviors. The content will be presented in both a best practice format and a BCBST case study format to educate attendees on the Diversity area's successes at BCBST.

Learning objectives include:

- An understanding of what diversity and inclusion look like
- Knowledge of how the diversity and inclusion strategy has been successful in impacting culture change
- Sharing how the diversity and inclusion strategy and related initiatives have made a business impact at BCBST (examples include employee engagement and cultural competence)
- Best practices on how to garner leadership support for diversity and inclusion efforts

Presenter: Ron Harris, Vice President, Diversity and Inclusion at Blue Cross Blue Shield of Tennessee

3:45 pm – 5:00 pm, 1.25 hours

BENEFITS

The Millennial Holds the Key to Innovation in Health Benefits

► RYMAN STUDIO ABC

As the managing partner in an early stage healthcare innovation fund and CEO of a festival focused on the future of health, I'm constantly watching for trends that will actually shift the market in meaningful ways. What I've found is that the place I needed to look wasn't outside of my office, it was inside, where more than half of our staff are millennials. Watching their habits as consumers and health conscious young adults has given me perspective and hope on where we are all going as organizations with respect to health-care as employers.

In this talk I'll share my thoughts on big trends that employers should consider making small bets on in the next year:

- On demand, tech enabled services
- Social exercise
- Workplace eating with care

Presenter: Marcus Whitney, CEO and Co-Founder of Health:Further.

BUSINESS MANAGEMENT & STRATEGY BUSINESS



HR Analytics: Beginning the Journey

► RYMAN BALLROOM ABDE

What do we measure? How do we measure it? How long do we need to collect data? What do we do with the information we collect? Do we need a refresher course in statistics? Are special tools and software required? How do we make our findings meaningful to leadership?

Do these questions represent some of your biggest fears about embarking on the HR Analytics Journey for your company?

This seminar is designed to help you get started. Dr. Capps will introduce several basic concepts that address the questions listed above. Next, vivid examples of these tenets will be brought to life by Ms. George and Ms. Mostert as they discuss how they used HR Analytics to address tough business-related issues.

Learning Objectives:

- Define the true meaning of HR Analytics
- Outline key considerations when deciding what to measure
- (Re)introduce basics of how to measure HR activities
- Highlight several Analytics tools and techniques
- Identify in-house hurdles and how to successfully navigate the obstacles
- Encourage ways to WOW your leadership

Presenter: Chuck Capps, PhD, Associate Professor of Human Resource Management at Lipscomb University, Nicole George, MHR, HR Representative at Vanderbilt University and Annette Mostert, MHR, SCP, Business Relations/HR Manager at StoneWorld TN.

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3:45 pm – 5:00 pm, 1.25 hours

(Continued)

COMPENSATION

Compensation Mythbusters

► RYMAN STUDIO PQR

This presentation will provide an engaging, educational, and entertaining look at many common misconceptions about employee compensation. Ranging from the legal to the strategic, the presentation will provide evidence-based answers to questions such as:

- Are all salaried employees exempt?
- Are pay secrecy policies a good idea? Are they even legal?
- When is \$1000 greater than \$2000?
- Does money make people happy?
- Does pay-for-performance work?

By the end of the presentation, participants should be able to:

- Critically evaluate many of the most common misconceptions about compensation
- Understand the value of evidence-based compensation decisions
- Identify trustworthy sources of information for evidence-based compensation

Presenter: Tom Timmerman, PhD, Professor of Business Management at Tennessee Tech.

HR TECHNOLOGY BUSINESS



The Time is Now. The Tools are Here. HR Technology Delivers Human Capital Solutions that Drive the CEO's Agenda

(Repeat at 10/3 at 10:45am)

► RYMAN STUDIO L

HR's role within the organization varies from company to company but the constant is (or should be) that HR drives the CEO agenda – whether around automation, compliance, strategy or, most likely, all three. There is an ever-growing number of technology tools in the marketplace today to support these areas with lots of fast-paced innovation underway, thanks to a robust investment market estimated to reach nearly \$18 billion by 2019.

Learning objectives will include:

- Knowledge of the range of available tools
- Appreciation for how the solutions these tools deliver around human capital management
- Understanding their ability to positively impact the company's bottom line, will ensure HR managers are well-positioned to effectively fulfill HR's role in the company

Presenter: Rhonda Marcucci, MBA, CPA, Vice President with Arthur J. Gallagher & Co.

LEGAL

Absence Makes the Heart Grow Fonder? A Guide to Return-to-Work Issues

► RYMAN STUDIO MNO

Your employee was out on FMLA or other protected leave and comes back. Now what? There can be many issues. What if the employee's replacement did a better job? Must the employee be returned to the same position or will a similar position do? What types of accommodations are unreasonable in the return-to-work context? This interactive session will explore some of the most vexing issues presented when an employee return to work from leave.

Learning objectives include:

- Understanding employer's obligations for employees returning from leave
- Maximizing risk avoidance
- Learning how to manage employees who abuse leave

Presenter: Jonathon Harris, Shareholder at Ogletree Deakins.

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TALENT MANAGEMENT

Developing a Mentoring Culture

► RYMAN BALLROOM CF

Mentoring programs are quickly becoming the go-to tool for leaders who are seeking to develop a collaborative work culture, a well workforce and to address succession-planning issues. Research shows that these efforts, when implemented correctly, have a lasting positive impact not just on individuals but the organization as a whole. Despite the current statistics, some leaders and organizations are hesitant to develop mentoring opportunities within their organizations and communities. Why is that? The answers may surprise you.

If you find yourself curious about the topic of mentoring and how mentoring impacts individuals and organizations, or if you are interested in starting a mentoring program in your organization, please join us for this session. Leigh Ann will explore the topic of mentoring from its historical roots to present day trends. Find out why people like Warren Buffet, Michael Jordan, even Mother Theresa benefitted from mentoring and developing coaching leadership tools and what we have to learn from their experiences.

The statistical data undeniably shows clear benefits to mentees, mentors and their supporting organizations. Learn more about why being part of a

mentoring relationship or supporting a mentoring culture just makes good organizational and professional sense. You will leave with practical tips, tools, forms and strategies to help you transform your professional community into a powerful mentoring culture- a culture whose investment pays for itself immediately and in the days to come.

Presenter: Leigh Ann Roberts, VP, JD, ACC, Executive Coach & Consultant with Circle Center Consulting, LLC.



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tuesday
OCT. 3

Concurrent Sessions

7:30 am – 8:30 am, 1 hour

BENEFITS

**Successful Employer Partnerships:
Lessons in Quality and Value**
► RYMAN STUDIO PQR

This session will provide insight into what employers, brokers and consultants should consider when evaluating an Accountable Care Organization (ACO), whether directly or through an insurance carrier product. The success factors are based on 4+ years of clinical and financial results from over 500 ACOs operating in the US. The session will then feature the results of the Vanderbilt Employer ACO from a comprehensive strategy with favorable cost, trend and clinical outcomes. Finally, the session will discuss the results of the Vanderbilt Health Affiliated Network efforts with employers through contracted services.

Co-Presenters: Brent McDonald, VP of Regional Development and Advisory Services for the Vanderbilt Health Affiliated Network and Troy Williams, VP of Regional Development and Advisory Services for the Vanderbilt Health Affiliated Network.

BUSINESS MANAGEMENT & STRATEGY BUSINESS



**Building Execution Power Using the
Leadership Pipeline**
► RYMAN BALLROOM CF

Many of the best and most successful organizations in the world have adopted the Leadership Pipeline model as the core framework for their efforts on the human side of their businesses. Built around the common leadership passages all leaders go through, it helps companies select, develop, and assess talent based on specific responsibilities and work values at each leadership level. This optimizes overall business performance by capitalizing on strength and execution power of leadership.

Presenter: Deborah Watts, EdD,
Chief Talent Officer at Logo Brands.



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COMPENSATION

Excel Tips and Dashboard Skills
(Repeat at 8:45 am)
► RYMAN STUDIO ABC

Excel is the unofficial technology of HR and is used every day by HR professionals. Mastery of some simple techniques can improve workflow, save time, and create the opportunity for new analytics. The presentation focuses on beginning and intermediate level Excel tips and strategies you can use to make compensation analysis and administration more efficient. Topics include worksheet manipulation (copy/paste/fill shortcuts, filters, and GoTo functionality), functions/formulas (If/Ifs Functions, Array Formulas), and data manipulation (Named Ranges, Vlookup, Match, Index). Each topic includes basic functionality and use cases plus examples of advanced applications.

Presenter: Eric D. Hurst, PhD, Director of Data Analytics for Culpepper and Associates.



LEGAL

Immigration Law in the Trump Era ► RYMAN STUDIO MNO

In my presentation, I will discuss changes and proposed changes in immigration law under President Trump and the new Congress. My presentation will focus on changes/proposed changes in Immigration Compliance and Enforcement, H-1B visas, other non-immigrant visas, such as L visas, OPT STEM, and TN visas, and DACA. (I will not speak about the wall.) These subjects are important for all HR professionals as every employer should be aware of any changes in immigration compliance and enforcement. Furthermore, many HR employees are involved in seeking non-immigrant visas, such as H-1B, L and TN visas, for foreign nationals. HR professionals may also be involved in determining whether their employer wants to hire an employee under OPT and STEM extension.

Presenter: Bruce E. Buchanan, Founding Partner at Sebelist Buchanan Law, PLLC.

TALENT MANAGEMENT

Performance Management - Making it Better, Making it Matter ► RYMAN BALLROOM ABDE

An organization's very existence is dependent on consistent, positive, sustained performance that is generated from the collective activities of many individuals. Yet this is not apparent judging by the ways in which many companies execute or fail to execute their performance management processes.

While headlines may proclaim the end of ratings and reviews, our research indicates a need to move to the next generation of performance management. One that includes the distinctive micro processes of performance and career development discussions and continuous feedback and coaching, and working in tandem as part of an overall talent management ecosystem.

How each employer gets to the next generation of performance management will vary. But focusing on enhancing the quality of goal setting, increasing the frequency of feedback, and improving the quality of performance and career development conversations will go a long way in taking the performance management process from a rigid, once-a-year exercise with little to no value to creating a more engaging, satisfying experience for both the employee and the organization.

During this session, we will explore:

- The current state of performance management and business impact
- Insights from our 2016 Global Talent Management and Rewards study
- How to build a framework for modernizing performance management including how to make it better and make it matter (without eliminating ratings and reviews)

Presenter: Pam Murray, Senior HR Consultant with Willis Towers Watson.



tuesday
OCT. 3

Concurrent Sessions

8:45 am – 10:00 am, 1.25 hours

BENEFITS

Evolution of Worksite Wellness

► **RYMAN STUDIO MNO**

Improving the health and well-being of your employees is not just a nice to have; it is a business imperative. The field of worksite wellness has been rapidly evolving. What was once positioned a medical cost-reduction strategy is now a key component in the best talent management strategies. Millennials and all those looking for an employer that genuinely cares about them as people are looking to work for organizations that view their health as a business objective. In this session, you will learn how the field or worksite wellness evolved over the years, the role organizational culture plays in wellness strategies and how to position your program and strategies for success.

Attendees can expect to hear:

- Introduce new model for building sustainable wellness programs
- Discuss engagement versus participation
- Learn strategies to get a movement started within your organization

Presenter: Ryan Picarella, President of WELCOA.

BUSINESS MANAGEMENT & STRATEGY BUSINESS



Honing Your Business Strategy Skills

► **RYMAN BALLROOM CF**

This workshop will help HR professionals be more impactful leaders within their organizations by improving their understanding of their business and industry. Specifically, this workshop has the following learning objectives:

- Participants will learn the three different levels of strategy
- Participants will learn how to analyze the competitive forces that impact their business.
- Participants will learn how to analyze the macro environmental forces that impact their industry

Presenter: Michael McIntyre, PhD, Director of UT's Executive MBA for Strategic Leadership.

COMPENSATION

Excel Tips and Dashboard Skills

(Repeat from 7:30 am)

► **RYMAN STUDIO PQR**

Excel is the unofficial technology of HR and is used every day by HR professionals. Mastery of some simple techniques can improve workflow, save time, and create the opportunity for new analytics. The presentation focuses on beginning and intermediate level Excel tips and strategies you can use to make compensation analysis and administration more efficient. Topics include worksheet manipulation (copy/paste/fill shortcuts, filters, and GoTo functionality), functions/formulas (If/Then Functions, Array Formulas), and data manipulation (Named Ranges, Vlookup, Match, Index). Each topic includes basic functionality and use cases plus examples of advanced applications.

Presenter: Eric D. Hurst, PhD, Director of Data Analytics for Culpepper and Associates.



HR TECHNOLOGY BUSINESS



Getting Started with Learning and Performance Analytics ► RYMAN STUDIO L

We live in a knowledge-based economy, where talent is a company's most precious asset. And if HR is responsible for optimizing the performance (i.e., the value) of that asset, how can we expect to get by without being able to make data-driven decisions? How can we make progress and show our impact without being able to quantify our results?

There's good news. Technology continues to evolve and is providing unprecedented opportunities to track learning and training programs — which means we're starting to get the insights that not only show, but also prove our impact.

Knowing how to effectively use learning and performance analytics is a priority for many organizations — but for many practitioners, simply getting started is often the hardest part.

Getting started is easier than you might think. Don't let talk of advanced statistics, artificial intelligence, or prediction models intimidate you. In fact, there's a lot you can do with simple metrics and the data you have right now.

Learning Objectives:

- Learn five steps to get started with learning and performance analytics
- Understand how to use measurement to develop a culture of continuous improvement
- Discover different technologies that can support your learning analytics program

Presenter: Tim Dickinson, Director of Learning Analytics Strategy, Watershed LRS.

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LEGAL

Train Your HR Team to Expect the Un- expected Employment Law Issues ► RYMAN BALLROOM ABDE

This session will allow attendees to try their hand at identifying and addressing unexpected employment law issues in a series of real world case studies.

Learning objectives include the following:

- Recognizing when an employee relations matter contains legal issues
- Developing a strategy for addressing legal issues and reducing legal risks
- Efficiently responding to employee relations matters that involve overlapping legal issues such as FMLA, ADA, and Workers Compensation

Presenter: M. Kim Vance, Shareholder at Baker Donelson.

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Concurrent Sessions

8:45 am – 10:00 am, 1.25 hour

(Continued)

TALENT MANAGEMENT

Using Analytics to Drive Recruiting Performance

► **RYMAN STUDIO ABC**

In today's recruiting world using data has become the mantra of all progressive recruiting organizations, but knowing where to start and how to crawl, walk, run can be daunting. This presentation will highlight how to use data no matter what size your organization to evaluate outcomes as well as drive daily individual recruiter performance.

Some key points include:

- Understanding the performance of your current recruiting organization and identifying opportunities for improvement
- Setting goals for your recruiters that drive performance that are measurable using data
- Use data to communicate to your business and gain their confidence that your team can deliver
- How to accomplish this with limited resources

Presenter: Jason Pistulka, AVP of Talent Acquisition for HCA.

10:45 am – 12:00 pm, 1.25 hours

BENEFITS BUSINESS



Behavioral Health Solutions and Partners: Panel Discussion on Market Innovations and Strategies for Improving the Delivery of Behavioral Health Care

► **RYMAN STUDIO L**

Behavioral Health needs (including depression, anxiety and substance abuse), are strategic challenges that many organizations face today. Employers are seeking to maximize the value of their employee behavioral health programs, utilizing all available resources. Many organizations have multiple vendors, programs and benefit designs, often offering duplicative services, little or no integration and low utilization of available programs. Employers continue to see increasing rates of depression, substance abuse and other behavioral health conditions. These issues directly impact business performance - In addition to increasing cost, these areas continue to be a productivity concern as they are associated with high rates of absenteeism and/or disability.

Please join Sandra Kuhn, MSW, Principal and Leader of Employee Health and Benefits behavioral health specialty team at Mercer, for a panel discussion on developing organizational strategies to business increase performance through effective behavioral health initiatives.

Moderator: Sandra Kuhn, MSW, Principal at Mercer

Panelists: Omar Dawood, MD, MPH, MBA, Clinician and stage IV cancer survivor. Zev Suissa, MBA, Chief Innovation Officer, Strategic Partnerships for eMindful and Mike Civello, Vice President, Rethink Benefits.



BUSINESS MANAGEMENT & STRATEGY BUSINESS



HR's Role in Fostering a Culture of Innovation – A CEO's Perspective

► RYMAN BALLROOM CF

The ability to innovate is critical to the success of every business. In this session, Simplify Compliance CEO, Dan Oswald, and EVP HR, Elizabeth Petersen, discuss why innovation is the key to your organization's future and how HR can help build a culture of creativity and progressive thinking.

They will discuss:

- Why innovation can't exist without trust
- Hiring for innovation: How to find the entrepreneurial thinker
- Setting the tone for creativity and collaboration with an orientation program
- How to institutionalize innovation with processes and procedures
- Ways to help recognize the good ideas that already exist at your company
- Facilitating innovative thinking through effective communication

Presenters: Dan Oswald, CEO of Simplify Compliance. Elizabeth Petersen, Chief People & Strategy Officer (recently transitioned to division president) with Simplify Compliance.

COMPENSATION

Panel Discussion - Navigating Today's Compensation Landscape - Tips and Strategies for HR Professionals

► RYMAN STUDIO PQR

Our workforce continues to quickly evolve – teams are more fluid and performance management is changing, just to name a couple. Compensation programs must also evolve in order to allow compensation to continue to be an important tool used in acquiring and retaining top talent. Join our panel of Tennessee-based compensation experts as we discuss current compensation trends. Our experts will discuss current wage and hour law, compensation program effectiveness, employee data, survey participation, market dynamics, and success stories from their organizations.

Moderator: Mark Hickman, VP, Compensation, HCA

Panelists: Pam deVeer, Vice President, Total Rewards at Bridgestone, Ben Merrill, Vice President, Human Resources at Asurion and Kim Cox, SHRM-SCP, Director, Compensation and Benefits, Vanderbilt University Medical Center.

HR TECHNOLOGY BUSINESS



The Time is Now. The Tools are Here. HR Technology Delivers Human Capital Solutions that Drive the CEO's Agenda

(Repeat from 10/2 at 3:45 pm)

► RYMAN STUDIO ABC

HR's role within the organization varies from company to company but the constant is (or should be) that HR drives the CEO agenda – whether around automation, compliance, strategy or, most likely, all three. There is an ever-growing number of technology tools in the marketplace today to support these areas with lots of fast-paced innovation underway, thanks to a robust investment market estimated to reach nearly \$18 billion by 2019.

Learning objectives will include:

- Knowledge of the range of available tools
- Appreciation for how the solutions these tools deliver around human capital management
- Understanding their ability to positively impact the company's bottom line, will ensure HR managers are well-positioned to effectively fulfill HR's role in the company

Presenter: Rhonda Marcucci, MBA, CPA, Vice President with Arthur J. Gallagher & Co.

tuesday
OCT. 3

Concurrent Sessions

10:45 am – 12:00 pm, 1.25 hours

LEGAL

What to Do About Harassment? Strategies for Addressing a Common and Complicated Workplace Problem ► RYMAN BALLROOM ABDE

The EEOC's statistics reflect that in 2015, almost one-third of the roughly 90,000 Charges of Discrimination involved allegations of harassment - primarily based upon sex, race, and disability. Despite the time and money invested in harassment prevention over the past 25 years or so, harassment is still a very common and disruptive issue in our workplaces. Given the prevalent use of Social Media, as well as changes in our society, and harassment issues have become an even more complicated issue for employers to grapple with. Knowing how to effectively prevent and deal with harassment is simply an essential skill-set for HR Professionals in today's world.

This presentation will focus on the EEOC's Proposed Guidance on Harassment and recent cases involving harassment. Among other things, attendees should take away the following:

- An understanding of the changing legal requirements regarding harassment claims
- Specific guidance on how the required policies and procedures for addressing harassment claims.
- Strategies for effectively preventing and combating harassment in the workplace

Presenter: Fredrick J. Bissinger,
Regional Managing Member of
Wimberly Lawson.

TALENT MANAGEMENT BUSINESS



Employee Culture as a Talent Acquisition Tool ► RYMAN STUDIO MNO

Employee culture can have a significant impact on attracting the right talent to your organization. If you have a robust employer branding strategy — or you're only beginning to think about it — this session will explore how to shape your employment branding from the inside, and then use that powerful force to attract and retain today's top talent. Join Dana Bottenfield, Vice President, Human Resources for St. Jude Children's Research Hospital, to learn more about how St. Jude draws on Great Places to Work employee feedback and strategy to connect with the talent needed to deliver on their mission: Finding Cures. Saving Children. In this session, we will:

Explore the direct correlation between engaged employees and sought-after employers.

- Tactics of cultivating a winning culture to attract and retain today's top talent
- Importance of employee feedback, acknowledgement and action
- Creating employee advocates who are proud to share the advancements of the organization and encourage others to work here

Connect employee culture to a strong employer brand

- Candidates have the opportunity to "see themselves" as a part of a great organization
- Embrace employee feedback on social media
- Find your voice - Consistent and accurate messaging across all recruitment platforms

Measure: modify or maintain

- Collect data in the path from impressions to employees
- Follow the metrics of new employee retention and engagement
- Understand if your employer brand is attracting or repelling top talent

Presenter: Dana Bottenfield, VP of Human Resources at St. Jude Children's Research Hospital.



Keynote Speaker

Tennessee HR Awards Luncheon

12:00 pm - 1:30 pm

**BUSINESS
MANAGEMENT
& STRATEGY
BUSINESS**



Thinking Like a CEO

► TENNESSEE BALLROOM

To successfully engage with executives, you must begin to think like one. How do you ensure your ideas get heard? How do you gain the attention of the C-Suite? It all starts with learning to think like an executive. This lunch session will provide you with valuable insights into the role of and communicating with company leadership. Thinking Like a CEO will show you how to engage with and support the C-Suite so that the entire organization succeeds.

Attendees will learn to:

- Improve executive decision making skills
- Engage more effectively with key stakeholders
- Enhance the likelihood ideas and proposals "get heard."
- Advance executive presence

Presenter: Dr. Michael Burcham, CEO of Narus Health.

1:45 pm – 3:00 pm, 1.25 hours

BENEFITS

How Communications Can Drive Better Business Results from your Benefits Programs

► RYMAN STUDIO PQR

The success of your business depends on your benefits programs. You offer benefits in service of a key business objective, namely attracting and retaining the great employees that are critical to moving your business forward. And, the way that employees use your benefits also has a big impact on other business priorities, like managing costs and creating efficiencies. So, how are things going? If you're like most employers, the answer is "not great" or "not as great as they could be." A significant number of employees fail to see benefits as a valuable part of their pay, making them all the more open to offers from other employers. And many fail to make effective choices when selecting and using programs, meaning you — and your employees — are spending more than you need to.

We've learned that effective communication is the difference between companies that see a return on their benefits investments and those that don't. But effective communication is about more — it's about taking a strategic approach from start to finish. Top communicators borrow techniques from marketers, make the right information available at the right time to the right employees, and reinforce key messages over time so that employees internalize them.

In this presentation, we'll share some of our strategies for using communications to put your benefits to work for your business. We'll cover approaches for new hires, open enrollment, and messaging throughout the year.

You'll walk away understanding how to:

- Select and use the right channels to reach your employees
- Inspire employees to care about their benefits
- Create compelling "bite sized" pieces of content that mimic the content employees are engaging with as consumers
- Reinforce the value of your benefits over time

By applying these learnings, you'll drive a better connection between your employees and their benefits, and ensure that the energy you put into providing great benefits leads to the results your organization is counting on.

Presenter: Amanda Cannata, PhD, Content Marketing Manager at GuideSpark.

tuesday
OCT. 3

Concurrent Sessions

1:45 pm – 3:00 pm, 1.25 hours

BUSINESS MANAGEMENT & STRATEGY BUSINESS



Lessons Learned in Becoming a Strategic HR Leader - The Good, The Bad, and The Ugly: A Panel Discussion ▶ RYMAN BALLROOM ABDE

Today's HR executives take on broad responsibilities that include organizational leadership and strategic thinking; they are being called upon to make bigger-picture decisions and to execute well-defined HR strategies that align with larger organizational strategies. Please join executives from multiple Tennessee-based employers as they share stories from their careers.

Learning objectives:

- ▶ Preparing for and presenting strategic business cases
- ▶ Foreseeing, equipping, and leading your HR team into the future
- ▶ Leadership behaviors that demand respect and credibility
- ▶ Turning around the reputation of the HR department

Moderator: Dan Oswald, CEO of Simplify Compliance

Panelists: Sherie Edwards, Vice President, Corporate and Legal at State Volunteer Mutual Insurance Company. Sara McManigal, VP, Talent and Organizational Development at LeanKit. . Stewart Rawley, Vice President, People and Culture at Lee Company. Deborah Story, Chief Human Resources Officer for Metropolitan Nashville Public Schools (MNPS).

COMPENSATION

Using Incentive Pay Strategically in the War for Talent ▶ RYMAN STUDIO MNO

Attracting and retaining strong performers can often feel like a losing battle. You may find yourself questioning your tactics and wondering if you are using everything in your arsenal to help you succeed. Join us as we look at how some employers are using incentive pay to strengthen their position and successfully compete for key talent.

We will discuss:

- ▶ Looking at your executive team and beyond to identify and appropriately reward employees who are critical to the organization's success
- ▶ Learning best practices to make informed decisions, including: Conducting competitive market scans and Identifying appropriate levers to use for employee and company results
- ▶ Incentive plan design factors, including: Alignment to company culture and business goals, use of cash awards and deferred compensation, timing of incentive payments and vesting options, assessing need for gap coverage, and tax implications
- ▶ Communicating your plan

Savvy organizations know there is much to be gained with a well-designed, effectively-communicated incentive program that drives business results and increases employee retention. Whether you want to assess your current plan or make changes in 2018, these insights can serve as useful tools in carefully considering and strategically designing effective program elements for your competitive reward strategy.

Presenters: Steve Mann, Area Vice President at Arthur J. Gallagher & Co. and Marlene Cole, Area VP, HR and Compensation Services for Arthur J. Gallagher & Co.

HR TECHNOLOGY

The Tools You Need for the Learning Culture You Want

► RYMAN STUDIO L

According to the World Economic Forum, 65% of executives plan to invest in reskilling and retraining as part of their future workforce planning and change management efforts. Yet learning is not limited to structured, formal, employer-provided courses anymore. People grow every day, too – mostly through self-directed and social learning. And that's changing everything for talent development leaders. If you really want a culture of continuous development, you need more than just bite-size content; you need a fresh approach to learning and talent development.

In this session, Todd Tauber, Vice President of Product Marketing at Degreed, and former Bersin by Deloitte analyst, will share new research on:

- How human-centered design can lead to a new approach to developing a learning culture
- What content, tools and systems today's ecosystem of learning solutions include
- How innovative employers are rethinking their investments in learning and talent development

Presenter: Todd Tauber, VP of Product Marketing at Degreed.

LEGAL

Supreme Court Labor & Employment Update

► RYMAN BALLROOM CF

We will review the Supreme Court's latest rulings regarding labor and employment matters, potentially including rulings by the Court with respect to whether class action waivers within arbitration agreements violate the National Labor Relations Act and whether the NLRB overstepped in its expansion of the concept of joint employment in the Browning-Ferris case. We will also review how policy changes emanating from the Executive branch may have impacted issues currently before the Court.

Presenter: Bob Horton, Chair of Labor & Employment Practice at Bass, Berry & Sims.

TALENT MANAGEMENT BUSINESS



Breaking Down Barriers: How Companies Leverage D&I Strategy in our Highly Charged Political Environment

► RYMAN STUDIO ABC

We're better when we're different - research proves this over and over. In this highly charged political environment full of strong opinions, how can organizations break down the barriers we often face when encouraging diversity and inclusion? Join our panel discussion where advocates and experts share real-life stories of overcoming diversity and inclusion obstacles.

Moderator: Dennis A. Stull, SPHR, CDE, SHRM-SCP, former Director of Human Resources for Ghertner & Company

Presenters: Bobbie Porter, Director of Diversity and Equity Initiatives, Tennessee Board of Regents, Delfine Fox, CEO and Owner of DFOX LLC., Kasar Abdulla, Chief Diversity, Equity, and Inclusion Officer at Valor Collegiate Academies and Lisa Howe, Executive Director of the Nashville LGBT Chamber of Commerce.

tuesday
OCT. 3

Concurrent Sessions

3:45 pm – 5:00 pm, 1.25 hours

BENEFITS

Optimizing Your Employee Benefits: Panel Discussion with Employer-Based Benefits Leaders

► RYMAN BALLROOM CF

The world of employee benefits is highly complex and is rapidly changing. Providing employee benefits can be very expensive and those costs keep rising; however, there has never been a better time to properly utilize the benefits you offer as a tool in attracting and retaining your people, especially if your offerings are customized to your organization.

Please join our panel of benefits experts as they discuss best practices from the organizations in which they work. Items to be covered include:

- Cost savings ideas
- New and innovative employee benefits
- Benefits plan design best practices

Moderator: Jason Ellison, Area Vice President of Health and Welfare Consulting with Arthur J. Gallagher & Co.

Panelists: Shawn Pellington, Senior HR Manager, Total Rewards at McKee Foods Corporation, Stephanie Wright, Manager of Benefit Programs at Envision Healthcare Corporation and Jennifer Law, Senior Manager of Benefits at Cracker Barrel.

COMPENSATION

Employee Value Proposition and Total Rewards: Modernize or Risk Irrelevance

► RYMAN STUDIO ABC

This presentation will present findings from Willis Towers Watson's 2016 Global Talent Management Rewards and Global Workforce Studies. Specifically, the presentation will focus on modernizing an organization's employee value proposition (EVP) and total rewards program in three key areas:

- The Modernization Agenda
- Achieving Effective Performance Management
- Implications for Total Rewards

The targeted outcome of the presentation is to educate attendees on the dynamic and changing landscape of total rewards and considerations for future use at their own organizations.

Presenter: Mike Patrick, Consulting Director in Talent Rewards for Willis Towers Watson.

LEGAL

Dealing with Racial Tension in the Workplace

► RYMAN STUDIO PQR

Racially charged incidents and discussions impact our workplaces, often with negative results. This presentation addresses those issues and will explore the reasons racial discussions are frequently ineffective and often problematic. The presentation also reviews the five most common barriers to healthy racial communications, individual tips and strategies for improving discussions and strategies that organizations can employ to break down those barriers.

Presenter: Luther Wright, Of Counsel with Ogletree Deakins.



BUSINESS MANAGEMENT & STRATEGY BUSINESS



Creating a Data-Driven Decision-Making Culture in Your Organization

► RYMAN STUDIO MNO

It is the age of data. We create it personally and professionally. Our companies store it and use it in a myriad of ways. And there is so much opportunity for companies to use it to improve their products and services and to serve their customers better. Have you ever wondered what other companies are doing with data? In this talk, Ken Raetz will share how companies are changing their data culture by leveraging the power of data to inform objectives and drive decision-making.

You'll hear specific case studies in:

- Healthcare and Manufacturing Industries
- Sales and Marketing
- Supply Chain
- Finance

There will also be demonstrations of some cool, affordable and accessible analytics and dashboard tools that can be used to provide great insights with your data.

- Discover through case studies how other organizations are utilizing business intelligence through data analytics
- Learn about data available analytics tools and dashboards that you can use to drive business decisions
- Learn how analytics can help inform and improve products, services, and the customer experience

Presenter: Ken Raetz, Principal at Think Data Insights, LLC.

HR TECHNOLOGY BUSINESS



Identifying HiPos and Evaluating the Impact of Learning Experiences

► RYMAN STUDIO L

In the people economy, talent is the factor that brings competitive advantage. This holds true across all areas of the business—call centers, auditors, researchers, sales, etc. Leadership is no exception. Unfortunately, the leadership pipeline for many organizations is running low. For others, it has all but dried up.

This presentation will focus on two best practices for improving the leadership pipeline:

- Identifying leadership with assessments
- Measuring the effectiveness of learning experiences

Assessments help refine the population of high performers to find the best high potentials. Once the pipeline of future leaders is identified, they are often enrolled into development programs, on-the-job learning experiences and provided coaches and mentors. Such efforts are extremely expensive, often comprising the largest budget item of any program in the curriculum. As such, it is important to evaluate the program to show the ROI/value of the investment when it is successful and determine areas for improvement when it is not.

By the end of the session, learners will have:

- A model for an assessment tool that will identify high potential leaders
- Understand how to apply efficient technology tools to measure the value and effectiveness of hi-po programs
- Use the metrics to support future decisions regarding organization strategy and leadership for the future

Presenter: John Mattox, PhD, Managing Consultant with Gartner.

tuesday
OCT. 3

Concurrent Sessions

3:45 pm – 5:00 pm, 1.25 hours

(Continued)

TALENT MANAGEMENT BUSINESS



16 Elements of Engagement, the Building Blocks of High-Performing People, Cultures, and Organization ► RYMAN BALLROOM ABDE

The call to disrupt HR has reached fever-pitch. The need for HR to re-skill itself to be more strategic and meet today's business challenges has peaked. And what are today's greatest business challenges? CEOs' number one concern (three years in a row) is human capital, because businesses don't create value, people do. And while HR is intended to be the stewards of this incredible organizational asset, most of their time is focused around policies, processes, and procedures, and not around people, performance, and productivity. It's time to change all that.

Over the past several years numerous engagement models have surfaced. But what's strong in one is absent in another. After more than a decade of analyzing the elements common across these models, and drawing upon the latest principles of performance psychology, there's a new framework for understanding engagement, satisfaction and performance.

Come learn the levers that will empower you to unleash the greatness in your employees. You'll leave with a comprehensive overview of what drives people to perform, what triggers a performance stall, how to diagnose disengagement, how to identify deficiencies, and how to create organizational thrust through high performing people and culture.

Learning Objectives:

- Learn the individual drivers of performance, satisfaction, and engagement
- Gain a framework for diagnosing and discussing disengagement
- Go home with a practical, easy-to-use framework

Presenter: Rusty Lindquist, Vice President of Strategic HR Insights at BambooHR.

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wednesday
OCT. 4

Concurrent Sessions

7:30 am – 8:30 am, 1 hour

BENEFITS

Are You Up to Date? The Top Trends & Innovations in Employee Benefit Plan Designs

► RYMAN STUDIO PQR

After dealing with the hurdles of the ever-changing health care reform and compliance landscape, human resource professionals still have to put together affordable and competitive benefit packages for their employees; Trotting out the same benefit package you have always done isn't going to cut it any longer; This presentation highlights the latest trends, innovations, and designs in all benefit plans - including medical, dental, vision, disability, life, voluntary benefits & and more.

Attendees will achieve the following three learning objectives:

- Understand the latest trends, options, and plan designs in employee benefits
- Understand the implications on cost, employee satisfaction, and compliance with the options
- Understand the importance and impact of a modern benefits package on their company

Presenter: Joe Deyo, Director of Group Benefits for Zander Insurance Group.

**BUSINESS
MANAGEMENT
& STRATEGY
BUSINESS**



Human Performance Technology (HPT) Roadmap to Impact Financial Budgets

► RYMAN STUDIO MNO

HRD is a process of developing and unleashing expertise for the purpose of improving performance; performance at the individual, group, process and organizational system levels; (Swanson and Holton, 2009). One of the core goals of HRD is improvement, to move from the current state to the future state. As rapid changes and emerging technologies promote continuous competition and disruption in the marketplace, investing in and developing human capital is crucial to promote optimal outcomes for the organization. Additionally, financial targets must be identified and communicated so all individuals within the organization align performance for results (Kaplan and Norton, 1996). Financial targets are identified through a process of designing and implementing a balanced scorecard. The process includes:

- Identify the organizational unit
- Identify the business objectives and strategic measures including financial measures, customer measures and learning and growth measures
- Develop and execute the implementation plan. Financial targets are clearly identified and communicated throughout the organization and should be linked to quarterly business reports to communicate progress throughout the fiscal year

The Performance Improvement/HPT (Van Tiem, Moseley, & Dessinger, 2012) model provides a comprehensive framework to approach performance improvement. The model is comprised of phases including performance analysis, intervention selection and design, implementation and evaluation (Van Tiem et al, 2012). The model provides a map of the process to identify areas of strengths and gaps in performance, in which solutions to performance gaps can be identified and implemented to evaluate performance results.

Presenter: Ann Szyszlo, PhD, MBA, Sr. Education Manager at HCA.



wednesday
OCT. 4

Concurrent Sessions

7:30 am – 8:30 am, 1 hour

(Continued)

LEGAL

**Are We Being Unreasonable?
Practical Guidance for ADA
Reasonable Accommodation Issues**
► RYMAN BALLROOM ABDE

In May 2016, the EEOC issued updated enforcement guidance on employer-provided leave under the ADA. This interactive seminar will address common scenarios such as granting leave as a form of reasonable accommodation (how much is enough?), managing an employee's return to work (including reassignment), and when an employee can deny an accommodation on the basis of undue hardship. Learn practical tips for addressing what can appear to be "gray areas" for ADA compliance.

Learning objectives:

- Attendees will gain a better understanding of the employer's responsibilities under the ADA to provide a reasonable accommodation to a qualified individual with a disability
- Attendees will gain a better understanding of the employer's responsibilities under the ADA to provide a reasonable accommodation to a qualified individual with a disability
- Attendees will learn in which situations an employer can deny a requested accommodation on the basis of undue hardship

Presenter: Jeff Beemer, Attorney at Dickinson Wright, PLLC.

TALENT MANAGEMENT

Good Judgment: The Path for Great Leaders
► RYMAN BALLROOM CF

As people ascend into leadership positions they tend to have the right degrees and experiences. They also tend to be smart and hard working. What sets leaders apart over the long haul is their ability to consistently make good judgments as they apply what they know on a daily basis.

I combine 40 years of business experience with the use of a formalized tool called the Judgment Index to assess the current state of a person's judgment, identify the specific weak spots, and then establish development efforts aimed at those weak spots. We break judgment down into 30 measurable items so development work can be tailored to specific issues within an individual.

The learning objectives would be as follows:

- Understand the impact of judgment on the long-term performance of people and business units
- Understand the science of judgment assessments, its various components, and how they can be developed over time
- Understand how judgment data can be used in pre-hire screening, safety and risk assessment, and leadership development

Presenter: Ken Smithmier, President of P3 Insights.



8:45 am – 9:45 am, 1 hour

BENEFITS

The Case for Advocacy

(Repeat at 10:00 am)

► **RYMAN STUDIO ABC**

The session will address the market dynamics that provide a foundation for the case for member advocacy in healthcare. We will cover the various advocacy models and entities that tend to deliver advocacy services standalone or as an extension of an existing service. Content will include an overview of the role of the starting point in the member advocacy experience. We will then address the clinical aspects of a full advocacy model and the components of a clinical team in an advocacy organization. Data will be provided on engagement, customer satisfaction and employer cost savings derived from a well-executed advocacy program.

Learning Objectives:

- High level understanding of advocacy in a healthcare setting
- Knowledge of the member challenges that advocacy addresses
- Understanding of how advocacy optimizes disparate components of the modern employer health plan

Presenter: Elizabeth Napolitano, EVP of Human Resources at Accolade.

BUSINESS MANAGEMENT & STRATEGY BUSINESS



Improving Transitions through Knowledge Transfer

► **RYMAN BALLROOM CF**

Employee transitions happen all the time, yet they are costly and disruptive. For something so common, why are organizations so ineffective at managing them? In our hurry to find the new employee, organizations often neglect efforts to retain transitioning employee knowledge. Once that know-how is lost, the new employee has no choice but to recreate it - wasting time, making mistakes and unnecessarily turning enthusiasm into frustration. In this session, you will walk away with techniques to minimize these impacts.

The primary learning objectives include:

- How knowledge loss is impacting companies bottom line through reduced retention, decreased productivity, and diminished overall performance during times of transition
- Current challenges with retaining employee knowledge
- How we can coach leaders to improve knowledge transfer across all business functions
- Calculating ROI, Measuring improvement and progress of Knowledge transfer initiatives across all functions

Presenter: Zoe Meinecke, Director of Services, Lessonly

COMPENSATION

Pay Compression - What Did You Expect?

(Repeat at 10:00 am)

► **RYMAN STUDIO MNO**

This presentation will cover the following key points:

- We will carefully uncover the evidence of pay compression
- How to identify individuals who may be experiencing pay compression
- How to calculate where an employee "should be" within their assigned pay range based on the company's compensation philosophy, the MIN of their assigned pay range, and the length of time the incumbent has been in their current role
- Most importantly, we'll cover how to make adjustments that won't break the budget, but keep the organization pointed in the right direction

(Continued)

wednesday
OCT. 4

Concurrent Sessions

8:45 am – 9:45 am, 1 hour

(Continued)

Finally, we'll provide some guidance for participants in how to develop a business case for putting more budget towards addressing the issue of pay compression.

Learning Objectives:

- ▶ Participants will learn how to determine whether or not pay compression is an issue within their organization
- ▶ If pay compression is, in fact, an issue, participants will learn how to determine the extent of the compression in terms of dollars-and-cents
- ▶ Participants will learn how to avoid pay compression and minimize the impact of legal challenges and poor employee morale

Presenter: Barry Brown, SPHR, CCP, President of Effective Resources, Inc.

LEGAL

Top 10 Handbook Policies

▶ **RYMAN BALLROOM ABDE**

For many organizations, it is impossible to draft and update policies fast enough to keep pace with the ever-changing legal and regulatory environment. Even if the organization could quickly update an employee handbook, how do you roll out the new content in a way that effectively changes behavior? This session will explore some of the new laws affecting employee handbook policies and strategies that employers are using to stay abreast of the changing legal landscape.

Learning Objectives:

- ▶ Purposes and initial considerations when drafting your handbook
- ▶ Implementation, revision and strategies for handbook re-publication
- ▶ Policies that could get employers in hot water

Presenter: Eric Stevens, Labor & Employment Attorney, Shareholder in Littler Mendelson, PC.

TALENT MANAGEMENT

Recruit Like the FBI, the Original Social Engineers

▶ **RYMAN STUDIO PQR**

Learn the efficient, metrics-driven process to recruit the best candidates and, like FBI Agents, learn the what-you-say and what-you-don't-say via NLP/Neuro-linguistics programming. Recruit the best for less vs. lose time online. Conni LaDouceur, President and Chief Sourcing Strategist, ExecuQuest Corp., will share the most efficient search results and dissect actual calls identifying, sourcing and reeling in the most qualified talent, not the most easily findable or easiest to connect with. Now that LinkedIn has leveled the playing field, how are you distinguishing your results and demonstrating Recruiting Subject Matter Expertise? In this interactive workshop, identify complete intact teams with nice-to-haves, reporting relationships, contact data efficiently, etc., in any industry, any function, worldwide, from individual contributors to senior management with empowering sourcing best practices. Bring your most difficult open reqs - the results from this session will impress the hiring manager!

Conni will share her passion for the hunt as you discover new online resources and the lost art of telephone sourcing in a battle to work smarter, not harder.

- ▶ Move from recruitment to true strategic talent acquisition
- ▶ Increase candidate quality
- ▶ Add value to your clients beyond presenting candidates, improve your individual ROI in your firm and build your personal brand as the 'Deliverer of Results!'

Presenter: Conni LaDouceur, President & Chief Sourcing Strategist at ExecuQuest Corp. Talent Sourcing Experts.

10:00 am – 11:00 am, 1 hour

BUSINESS MANAGEMENT & STRATEGY BUSINESS



How to Design and Implement a Successful Strategic Management Development Initiative

► RYMAN BALLROOM ABDE

Effective managers are the key to any organization succeeding. If you are looking to bring a strategic edge to your organization, training and developing those managers is a key component. This presentation will show the importance of balancing performance management, strategic goals and initiatives, wants and needs of employees and managers, and tight budgets while working to implement a culture of learning. The outcome will be managers who are more effective and a workforce that is motivated, educated, and turns over infrequently.

This specific session will focus on the SHRM competency of HR Technical Expertise and Practice, and target the key behaviors of consultation and business acumen.

In this session, participants will learn to proactively initiate (or adeptly respond to a request for) a management training program. Specifically, they will learn techniques to identify need, gather relevant data, leverage performance management, and communicate findings to senior management. They will learn key areas to consider and standard traps to avoid falling into. Finally, they will learn how to keep a program energized and permanently ingrain it into the organization's culture, all the while communicating its success in the language of business.

At the end of this program, you will be able to:

- Describe how critical thinking and careful diagnosis are key skills for HR professionals to properly develop and communicate a management training strategy
- Discuss guidelines for identifying performance gaps in managers and techniques to remedy them
- Develop the skills and ability to communicate the needs, design, process, and results, and how they align with corporate strategic initiatives to senior leadership

Presenter: Mack Munro, Founder and CEO of MACK Worldwide.



wednesday
OCT. 4

Concurrent Sessions

10:00 am – 11:00 am, 1 hour

(Continued)

LEGAL

Non-Compete, Non-Solicit, and Non-Disclosure Agreements: How to Avoid Risks When Onboarding Employees
► RYMAN BALLROOM CF

Your company has just hired a new national sales manager. She's a great fit and everyone is excited about her future with your company. Just one week later, this happy scenario turns into a nightmare when your CEO receives a cease and desist letter from a lawyer who represents your new sales manager's previous employer. The letter puts your company on notice that your new star employee is bound by a non-compete agreement that prevents her from working for any company in the same or similar industry; it claims that your new hire took confidential information with her when she resigned and is currently using it to solicit new business for your company; and it threatens a lawsuit if your company does not terminate its relationship with your new hire. All of this is news to you, but your CEO wants to know why all of this is news to him.

This presentation will provide guidance on how this nightmare scenario could have been avoided. It will start with an overview of the various forms of restrictive covenants (non-competes, non-solicits and non-disclosures) and

factors that courts use to decide whether or to what extent such agreements are enforceable. Next, we will discuss the legal theories under which your company can face liability for hiring an employee who is restricted by agreements with a former employer. Most of the presentation, however, will focus on strategies to identify early in your onboarding process whether a potential new hire is bound by any restrictions and how to protect your company from liability in the event your new hire either makes a full disclosure to you about her restrictions or fails to do so.

This presentation will feature case studies and illustrative legal cases will be discussed.

Presenter: Ken Weber, Shareholder at Baker Donelson.

COMPENSATION

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(Repeat from 8:45 am)

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TALENT MANAGEMENT

Social Recruiting: Turning Your Employees into Rock Star Recruiters

► RYMAN STUDIO PQR

Discover the importance of branding and strategies for both passive and active candidate recruitment. Bradley Lawrence and Perry Monaco, Customer Success Leaders at LinkedIn, will highlight best practices for all human resource professionals who wish to improve their recruitment strategy. In addition to discussing the importance of a solid personal profile and how to achieve it, this session will demonstrate how and why you can use social media to promote your company's employment brand.

Presenter: Brad Lawrence, Senior Manager of Customer Success at LinkedIn and Perry Monaco, Head of Customer Success, LinkedIn

closing general session

11:15 pm – 12:30 pm, 1.25 hours

LEGAL

The Trump Administration – A Panel Discussion of the Administration and its Impact on the Employment Landscape

► RYMAN B3 EXHIBIT HALL

With his first actions as President of the United States, Donald J. Trump made it clear that he would be reshaping the labor and employment landscape with significant changes to the National Labor Relations Board, Department of Labor and Equal Employment Opportunity Commission, among others areas impacting employment. Employers, employees and labor unions alike have already seen developments that will surely change the American workplace over the next four years. This panel discussion will focus on the Trump Administration and the rapidly evolving employment landscape under the new administration.

Topics to be discussed include:

- Overtime and FLSA Regulations
- Supreme Court Nomination and Pending Cases
- National Labor Relations Board Appointments and Agenda
- EEOC Developments
- Executive Orders

Panelists: Jonathan Harris, Shareholder in Ogletree Deakins. Fredrick J. Bissinger, Regional Managing Member of Wimberly Lawson. M. Kim Vance, Shareholder at Baker Donelson. Jeff Beemer, Attorney at Dickinson Wright, PLLC.



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Sue Collins
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*Full-time Student is defined as currently enrolled in 12 semester hours at a post-secondary educational institution. Registration includes (1) ticket to Wednesday night event.

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Company Group Discount Rates

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2/1/18
\$400

Early Bird

to
7/31/18
\$525

Regular

to
7/31/18
\$600

\$50

\$300

3 Attendees
\$1415

4 Attendees
\$1848

5 Attendees
\$2255

\$75

\$350

3 Attendees
\$1620

4 Attendees
\$2110

5 Attendees
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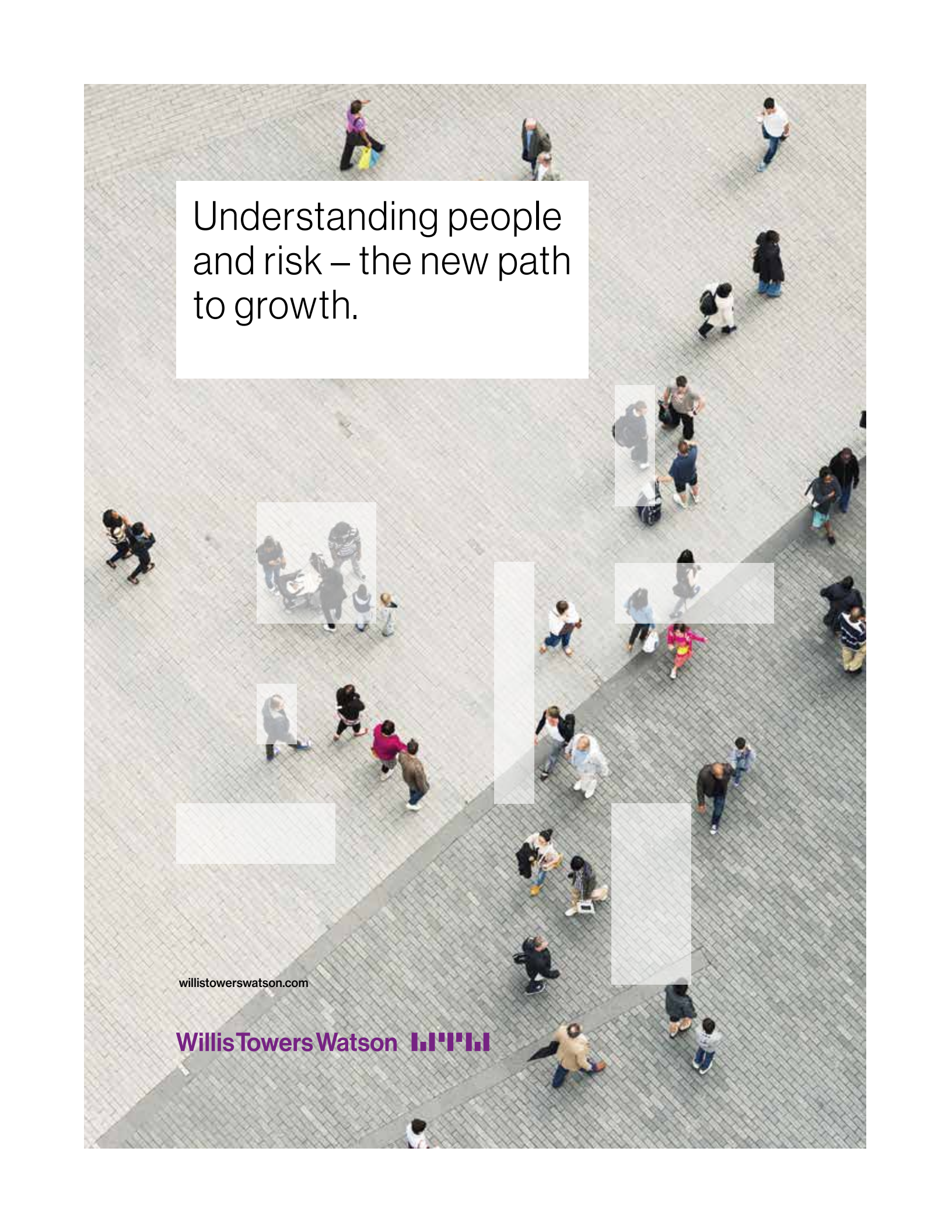
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