

The Kronos HR and Payroll eSymposium Agenda and Session Descriptions

| | Basic Track | Intermediate Track | Advanced Track | Compliance Track |
|------------------------------|---|---|---|--|
| 10:00 a.m.– 10:15 a.m. ET | Opening | | | Don't Mess with the U.S. DOL: Payroll Compliance Strategies Speaker: Ann Knuckles Mahoney, Epstein Becker & Green, P.C. <i>Credits: SHRM, HRCI, HRPA, CPA, APA</i> |
| 10:15 a.m.– 11:15 a.m. ET | The Employee Experience: Day One and Beyond Speaker: Julie Develin, Kronos <i>Credits: SHRM, HRCI, HRPA, CPA</i> | Invest in Yourself: Personal Development While Working from Home Speaker: Michael Puck, Kronos <i>Credits: SHRM, HRCI, HRPA, CPA</i> | COVID-19 – How it's impacted The War for Talent Speakers: Chris McKinney, Sprint Mart Jaimee Bruggeman, Kronos <i>Credits: SHRM, HRCI, HRPA, CPA</i> | |
| 11:15 a.m.– 11:30 a.m. ET | Break | | | Overview of the Top 10 Compliance Issues Impacting HR Professionals Speaker: Sharon Jutila, AmeriBen/IEC Group <i>Credits: SHRM, HRCI, HRPA, CPA, APA</i> |
| 11:30 a.m.– 12:30 p.m. ET | Seeing Is Believing: Charting Your Course to Presenting Data Visually Speaker: Keen Hahn, Kronos <i>Credits: SHRM, HRCI, HRPA, CPA</i> | Emerging Digital Tools in HR and Payroll — The True State of the Union Speakers: Steve Goldberg, Ventana Research Chris Mullen, Kronos <i>Credits: SHRM, HRCI, HRPA, CPA, APA</i> | Change Management: Managing and Accepting Change in the Midst of Chaos Speaker: Chas Fields, Kronos Julie Develin, Kronos <i>Credits: SHRM, HRCI, HRPA, CPA</i> | |
| 12:30 p.m.– 1:00 p.m. ET | Break | | | |
| 1:00 p.m.– 2:00 p.m. ET | Disrupting HR — How Prepared Are You to Deal with Unprecedented Change? Roundtable discussion with the Workforce Institute: Sharlyn Lauby, HR Bartender; Chris Mullen, Kronos; Joyce Maroney, Kronos; Mark Wales, Global Workforce Management Industry Advisor <i>Credits: SHRM, HRCI, HRPA, CPA</i> | | | |
| 2:00 p.m.– 2:30 p.m. ET | Speed Networking: Home Edition | | | |
| 2:30 p.m.– 3:30 p.m. ET | Payroll Health Check — Payroll Processes and Your Bottom Line Speaker: Rachel Rapoza, Kronos <i>Credits: SHRM, HRCI, HRPA, CPA, APA</i> | Providing Flexibility When Presence Is Required Speaker: Chris Mullen, Kronos <i>Credits: SHRM, HRCI, HRPA, CPA</i> | Four Hacks to Transform HR Speaker: Michael Puck, Kronos <i>Credits: SHRM, HRCI, HRPA, CPA</i> | FMLA Self-Audits: Make Sure You Are in Compliance Speakers: Samuel W. Newman and James M. Paul, Ogletree, Deakins, Nash, Smoak & Stewart, P.C. <i>Credits: SHRM, HRCI, HRPA, CPA, APA</i> |
| 3:30 p.m.– 4:00 p.m. ET | Closing | | | |

BASIC TRACK

The Employee Experience: Day One and Beyond

We often think of onboarding as starting on the first day of employment, but in reality, it begins well before that and extends well after the first day, week, and even month! In this session we will discuss best practices for onboarding during a time when employees have choices. With the rapid pace of technological advancements, AI usage, demographic shifts in the workforce, and the rise of the gig economy, today's reality makes the onboarding experience more important than ever in terms of attracting and retaining talent. Learn strategies to enhance your onboarding practices and get ahead of the future of work!

Learning Objectives:

- Recognize opportunities to shape company onboarding strategies to align with the modern needs of workers and organizational objectives
- Understand the ways employers are focusing on candidate and employee experiences and how onboarding is the critical connection between the two
- Solve common onboarding challenges with recommendations from the latest research and best practices
- Learn what today's candidate is looking for in the onboarding experience

Speaker:

Julie Develin, MSHRD, SHRM-SCP | HCM Consultant | Kronos

As a human capital management (HCM) strategy consultant for Kronos Incorporated, Julie Develin, MSHRD, SHRM-SCP, is well-versed in the impact of employee relations, workplace flexibility, and workforce development on business operations. An experienced senior HR leader, Develin works with organizations across the country on strategic workplace initiatives to enhance productivity, improve communication, and increase satisfaction across the workforce.

Seeing Is Believing: Charting Your Course to Presenting Data Visually

Data is something that pretty much every organization out there seems to have an endless appetite for, and due to the nature of their roles, HR and payroll professionals are sitting on a treasure trove of it. But having the data is only half the battle. You've got to know how to present that data effectively in order to make a strategic impact. Luckily, data visualizations can help you do just that — if you know the right ones to use. This session will show you the key elements you need to make the charts and graphs you build using your HR and payroll data intuitive and actionable. We'll explore:

- What data visualizations are
- Why data visualizations are such a good option for communicating important insights
- What kinds of visualizations to use with what kinds of data
- Emphasizing what you want people to get out of your data visualizations
- How to tell a bigger story with dashboards
- Ways technology can help make data visualization easy

Speaker:

Keen Hanh | Product Marketing Manager | Kronos

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Keen Hanh is part of the HCM product marketing team at Kronos, and he likes to nerd out about all things analytics, user experience, and compliance. His particular interests include how organizations achieve HCM maturity, the impacts HR technology can have on the moments that matter to different types of employees, and the best ways to get the right people data into the right hands to make strategic decisions.

Payroll Health Check — Payroll Processes and Your Bottom Line

Since payroll is one of your organization's largest expenses, effective payroll management is a business imperative. Yet organizations often uncover pervasive errors and inefficiencies during their year-end processes — putting them at risk for violations and impacting their bottom line. What can you do to proactively ensure your processes are efficient and compliant? Performing a payroll health check can help you assess and improve efficiency and compliance.

This session will help you:

- Understand important compliance trends and their impact on payroll
- Learn how to assess payroll processes and identify areas for improvement
- Understand what benchmarks to follow and key performance indicators (KPIs) to track

Speaker:

Rachel Rapoza | Product Marketing Manager | Kronos

Rachel Rapoza is an experienced marketing professional in the HCM space. Her passion lies in understanding the needs of HR and payroll professionals and communicating the value of innovative HCM technologies. At Kronos, she is a part of the Workforce Ready team and is responsible for driving awareness, developing messaging, and managing communications for the Kronos payroll and talent management solutions. She regularly contributes thought leadership to the Kronos What Works blog and industry publications such as Workspan, PayTech, and CIO. Prior to joining Kronos, Rachel was a product marketing manager at PeopleFluent, where she designed and led the marketing strategy for their talent management suite.

INTERMEDIATE TRACK

Invest in Yourself: Personal Development While Working from Home

Working from home can be a great perk or a daunting challenge. Regardless of which camp you are in, creating a Personal Development Ecosystem will give you a field-tested roadmap on how to be ready for the many changes and challenges ahead. You will learn how to enlist the help of critical enablers and steer clear of powerful distractors while working from home and for your personal development in general. With your personal development ecosystem in place, you can supercharge your time working at home and prepare yourself for future opportunities because SHIFT HAPPENS. Participants will:

- Gain a comprehensive understanding of the three components of the Personal Development Ecosystem and how to apply it for personal and professional development.
- Learn how to identify their unique set of enablers and distractors that are instrumental in becoming a life-long learner.
- Be able to create their unique resource matrix in alignment with their learning preferences to achieve a sustainable and productive learning experience.

Speaker:

Michael Puck, VWA SHRM-SCP | Strategic Advisor | Kronos

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Michael Puck provides strategic guidance, practical insights, and HCM thought leadership to U.S. and global HR leaders on how to create consumer-grade employee experiences and future-ready workplaces. He also advises companies on how to leverage technology to achieve an effective organizational culture that fosters employee engagement and enables business performance through people performance.

Emerging Digital Tools in HR and Payroll — The True State of the Union

There are more tools than ever in the world of HR, workforce management, and payroll, all promising to provide organizations with new sources of value. With the rapid rate of new emerging technology, it can be hard to know which HCM and workforce management solutions make sense for your organization.

Join Steve Goldberg from Ventana Research and Dr. Mullen from Kronos as they explore emerging digital tools for HR and payroll professionals, and all other HCM stakeholders, and dispel some of the myths in this ever-confusing and quickly changing landscape (like ... do you really need to hire data scientists in HR?).

Attendees will learn:

- Which emerging digital tools are “real and ready” today, in the near term, and in the long term?
- Where and how to start, which tools to prioritize ... and how to make the business case
- Other key considerations for the digital HCM journey

Speakers:

Steve Goldberg | Vice President and Research Director | Ventana Research

Steve Goldberg is responsible for the Human Capital Management (HCM) research and advisory services practice at Ventana Research, guiding HR and business leaders in managing their workforce for competitive advantage and technology vendors on the market of buyers and where their applications can have maximum impact. His expertise includes HRMSs, talent management, and workforce management, with specialized focuses on recruiting, learning, performance, compensation, and payroll. Steve has more than 30 years of experience; prior to joining Ventana Research, he worked as a corporate VP in HR at UBS/Swiss Bank Corporation and Huizenga Holdings and as a product strategy leader at PeopleSoft and Unicru and was also VP and research director at Bersin & Associates. Steve holds an MBA in human resource management from the University of Buffalo School of Management and a BBA in industrial psychology from The City University of New York.

Chris Mullen, Ph.D., SPHR, SHRM-SCP | Director/Strategic Advisor | Kronos

Chris Mullen is director of strategic advisory at Kronos. A thought leader on performance, development, and talent strategies with 15 years of experience as an HR practitioner, Chris helps organizations inspire their own workforces by optimizing technology and refreshing outdated processes with people-centric solutions to enhance the employee experience and drive better business outcomes. He holds a doctorate from the University of Northern Colorado, where he focused on the impact of mobile technology on work-life balance.

Providing Flexibility When Presence Is Required

Not only has technology changed the way we work, but so has the recent pandemic. Flexible work arrangements are not just a nice to have anymore, they are the “new normal” for many. At the same time, essential employees are often unable to work remotely. Organizations must consider balancing business continuity goals with the employee experience and well-being – for both remote and on-premise employees.

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During this webinar the presenters will discuss this new way of working, while providing quantifiable benefits and practical tips on how to offer flexibility in jobs that require a physical presence. Learn the key components for making this all work for employees and businesses. **Speakers:**

Chris Mullen, Ph.D., SPHR, SHRM-SCP | Director/Strategic Advisor | Kronos

Chris Mullen is director of strategic advisory at Kronos. A thought leader on performance, development, and talent strategies with 15 years of experience as an HR practitioner, Chris helps organizations inspire their own workforces by optimizing technology and refreshing outdated processes with people-centric solutions to enhance the employee experience and drive better business outcomes. He holds a doctorate from the University of Northern Colorado, where he focused on the impact of mobile technology on work-life balance.

ADVANCED TRACK

COVID-19 – How it's impacted The War for Talent

In a complex labor market, bravely facing the epidemic, and keeping up with workplace strategies, legislations, and considerations, are all amongst a new HR experience. Each of us continue to closely monitor the impact of COVID-19 around the world today — and quite honestly in our own backyards — we are all living in a textbook definition of disruption. Leaders, including HR, are affected as much as any other part of the workforce, so as HR leaders, it is difficult to not only determine what the next steps to take are but to also understand how to take them.

Join the discussion today and listen to ways COVID-19 has impacted talent, with our special guest, Chris McKinney, Director of HR, from Sprint Mart convenience stores. Direct insights from Chris talking through the reality of retail from his leadership perspective on retention strategies and employee engagement considerations during these times of uncertainty.

Speakers:

Chris McKinney | Director of Human Resources | Sprint Mart

With experience spanning some of the world's most recognized and admired companies, Chris McKinney now leads Human Resources strategy and operations for a suite of companies: Victory Marketing, LLC (dba Sprint Mart), Burgers & More, Inc. and Morris Petroleum, Inc.

Chris believes people are a company's largest asset and dedicates every moment to providing organizations the tools to develop their people at all levels. Beginning his HR career with The Walt Disney Co. in Learning & Development, Chris has both designed and facilitated multiple training curriculums for The Walt Disney World Resort in Orlando, FL.

These facilitation opportunities led to large-scale project leadership for Entertainment Strategy & Planning and Operational Training leadership roles for multiple, high-profile resort destinations. Chris holds a degree in Music Performance from Valdosta State University in South Georgia.

Jaimee Bruggeman | Product Marketing Manager | Kronos

A thought leader in the HCM space and a part of the Workforce Dimensions enterprise team at Kronos, Jaimee Bruggeman has seasoned experience in human capital management and has led many change management projects, from implementing ERP and HCM systems to managing implementation delivery for subcontracted partnerships. As a product marketing manager at Kronos, she believes in the value of innovative HCM technologies to enable better processes that empower organizations to recruit and retain top talent, increase employee engagement, and optimize labor productivity.

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Change Management: Managing and Accepting Change in the Midst of Chaos

When uncertainty strikes, establishing a change management plan can help limit disruption for your business. As many organizations are beginning to implement changes that will impact their workforce, such as shifting to remote work, it is more important than ever to plan and execute a change management plan that can effectively manage risk, measure success, and support employees. Join this webinar with Chas Fields, HCM strategic advisor and change management thought leader, and Julie Develin, strategic advisor, as they guide you through innovative and proven techniques to successfully manage change and empower your people in the midst of chaos. Whether you're a seasoned pro or a newcomer to change management, we're here to help.

In this session, you'll learn how to:

- Develop a basic change management strategy
- Accept change when you have no control
- Measure change and improve your future change management strategies

Speaker:

Chas Fields, MS | Strategic Advisor | Kronos

As a human capital management (HCM) strategy consultant for Kronos Incorporated, Charles (Chas) Fields works with leadership teams to invest in people-centric technologies that enhance the employee experience and overall company culture of their business. With strong foundational expertise in project management and change management, Fields advises organizations on how effective training and development processes can strengthen the talent pipeline, improve long-term employee engagement, and ensure future business success.

With a bachelor's degree in business administration and a master's degree in human resource management from Indiana Wesleyan University, Fields deeply understands the impact that effective HCM strategies and solutions can have on both operations and human resources (HR). Prior to his current role at Kronos, he was an account manager and sales engineer at Exponent HR, building and managing relationships with customers and conducting product demonstrations for key decision makers. Fields also led project and construction management at Zayo Group, a publicly traded global network solutions provider.

Outside the office, Fields is a volunteer builder for Habitat for Humanity International and serves as the finance officer for Spark Tank, a summer matching-funds program at his local church. He enjoys spending his free time on the golf course, cheering on the New York Yankees, and relaxing lakeside with his family and friends and his dog, Cooper.

Julie Develin, MSHRD, SHRM-SCP | HCM Consultant | Kronos

As a human capital management (HCM) strategy consultant for Kronos Incorporated, Julie Develin, MSHRD, SHRM-SCP, is well-versed in the impact of employee relations, workplace flexibility, and workforce development on business operations. An experienced senior HR leader, Develin works with organizations across the country on strategic workplace initiatives to enhance productivity, improve communication, and increase satisfaction across the workforce.

Four Hacks to Transform HR

Nowadays, most HR leaders have a seat at the proverbial table. Still, many HR functions are coming up short in delivering the strategic support and competitive advantages that their businesses urgently need. This session will demonstrate through real-life examples how HR functions, regardless of size, industry, or geographic location, can apply the four hacks to achieve full alignment with the most critical business goals, the things that keep the CEO up at night. But let's not stop there — the presentation also covers in detail

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how to translate HR actions into CEO language. By applying the four hacks, HR departments have the opportunity to become meaningful strategic partners to the business, making HR one of the most valuable functions within the organization.

Learning objectives:

- Participants will have a comprehensive understanding of the four hacks and will be able to create a plan of action on how to leverage the four hacks for their businesses
- Participants will be able to explain how creating capacity, transparency, and focus, and connecting the dots, will lay the foundation to transform HR
- Participants will have all the information needed to teach others how to apply the four hacks in their respective businesses to achieve strategic alignment with key business objectives and how to translate HR actions into CEO language

Speaker:

Michael Puck, VWA SHRM-SCP | Strategic Advisor | Kronos

Michael Puck provides strategic guidance, practical insights, and HCM thought leadership to U.S. and global HR leaders on how to create consumer-grade employee experiences and future-ready workplaces. He also advises companies on how to leverage technology to achieve an effective organizational culture that fosters employee engagement and enables business performance through people performance.

COMPLIANCE TRACK

Don't Mess with the U.S. DOL: Payroll Compliance Strategies

Learn what it takes to keep your payroll practices compliant and avoid legal pitfalls.

Categorizing and compensating workers in accordance with applicable law, and in a manner that will satisfy the Wage and Hour Division of the U.S. Department of Labor, has always been a tricky proposition. Employers must be on top of expanding state and local laws regarding salary thresholds for exempt employees, wage deductions, paid sick time, direct deposit, and payroll cards in order to structure policies and procedures properly. This topic will help those responsible for payroll obligations understand the expanding regulations regarding compensation of employees, as well as best practices for implementing company policies in line with such regulations. This material explores different types of leaves of absence and how they affect an employer's payroll obligations. The information will put employers in a better position to ensure their compensation and leave policies meet current legal requirements, as well as best practices.

Learning objectives

- You will be able to review payroll and notice peculiarities
- You will be able to discuss how to create and maintain a lawful internship program
- You will be able to identify different fringe benefits
- You will be able to explain payroll and time away from work

Speaker:

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Ann Knuckles Mahoney | Attorney | Epstein Becker & Green, P.C.

- Attorney in the Employment, Labor & Workforce Management practice in the Nashville office of Epstein Becker & Green, P.C.
- Counsels employers in a variety of industries in all aspects of employment law to develop policies, practices, and procedures that comply with federal, state, and local employment-related laws
- Prepares employment, consulting, and separation agreements; employment applications; employee handbooks; and stand-alone policies
- Assists in defending employers in labor and employment-related litigation in a broad array of matters, such as discrimination, harassment, retaliation, and wage and hour disputes
- Previously worked as a judicial intern for the Honorable Margo K. Brodie in the U.S. District Court for the Eastern District of New York

Overview of the Top 10 Compliance Issues Impacting HR Professionals

Stay ahead of HR compliance issues by understanding current compliance requirements and trending topics.

As human resources professionals and business owners, we must be compliant with employment laws. It is essential to understand what is new in the world of compliance and know what the trending topics for the future are. States are more actively passing laws that impact employers and employees, and those laws often contradict the laws of other states and of the federal government. Areas like state paid leave laws, pay equity, marijuana, sexual harassment training, and wage and hour are all going to be important in 2020. Even if your state doesn't currently have laws in these areas, more and more states are considering these items, and you need to be prepared to address these challenges. This material will inform you about all these topics and more so that you are prepared for what the future might bring to your company. By understanding current compliance requirements and trending topics, you can be ahead of the issues when they are presented to your workplace and have a plan in place to meet those requirements. An overview of the issue and related action items to address the issue will help you better prepare your organization for what's to come in 2020 and beyond.

Learning objectives

- You will be able to discuss how these compliance matters affect your workplace and your employees
- You will be able to identify potential areas where you are not in compliance with current laws
- You will be able to recognize what compliance issues are being enacted at the state level that you should be aware of for the future
- You will be able to review areas in your business where compliance issues will impact the way you currently do business

Speaker:

Sharon Jutila | HR Consultant | AmeriBen/IEC Group

- HR consultant at AmeriBen/IEC Group
- Attorney and human resources expert with more than 15 years' experience providing advice and recommendations to a wide range of businesses
- Practice emphasizes all aspects of labor and employment law
- Well-respected trainer and speaker on human resource and employment compliance issues, having presented at more than 100 conferences
- Wrote several publications and articles related to the areas of management defense employment law
- J.D. degree, Order of the Coif, University of Oregon School of Law

FMLA Self Audits: Make Sure You Are in Compliance

Learn how self-auditing your Family and Medical Leave Act (FMLA) program can lead to improved compliance.

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The FMLA continues to pose challenges in the workplace. Whether it's the employee on intermittent leave due to an unpredictable or subjective chronic condition or the employee who has been off work for four months and keeps saying he will be returning soon, human resources professionals, in-house counsel, supervisors, and business leaders must constantly balance business needs and the requirements of the FMLA. Without the proper procedures and protocols, policies, forms, internal training, and fundamental knowledge of the law and what it requires, FMLA compliance is difficult to achieve. Review, step by step, how businesses and organizations can audit their FMLA practices and procedures in order to ensure compliance. A working knowledge of the FMLA is recommended for participants.

Learning objectives

- You will be able to identify how to review and revise your FMLA policies and administer them with more confidence
- You will be able to define an action plan for conducting an internal audit of your company's leave administration
- You will be able to review your FMLA practices and curb abuse of your leave policies
- You will be able to recognize organizational noncompliance with the FMLA and how to address it

Speakers:

Samuel W. Newman | Associate | Ogletree, Deakins, Nash, Smoak & Stewart, P.C.

- Associate in the St. Louis office of Ogletree, Deakins, Nash, Smoak & Stewart, P.C., an international labor and employment law firm
- Experience handling workers' compensation claims and setting up injury prevention policies and defending a wide variety of employment claims, including those relating to disability discrimination and workers' compensation retaliation
- J.D. degree, Saint Louis University; B.S.B.A. degree in marketing, University of Missouri-Columbia

James M. Paul | Ogletree, Deakins, Nash, Smoak & Stewart, P.C.

- Shareholder in the St. Louis office of Ogletree, Deakins, Nash, Smoak & Stewart, P.C., an international labor and employment law firm
- Extensive experience in handling labor and employment law litigation in federal and state courts, and before the Equal Employment Opportunity Commission, the Department of Labor, the Department of Justice, the Occupational Safety and Health Administration, and several state agencies
- Regularly advises employers on all labor and human resource management issues in an effort to prevent or resolve employee issues before they escalate into legal disputes
- Former employer co-chair for the American Bar Association's FMLA Subcommittee, current co-editor in chief of the ABA/BloombergBNA's annual treatise covering developments under the FMLA, and current state director-elect of the Missouri State Council of SHRM
- J.D. degree, Washington University; B.S.B.A. degree in labor relations, Saint Louis University; B.S.B.A. degree in economics, Saint Louis University

OVERALL TRACK

Disrupting HR — How Prepared Are You to Deal with Unprecedented Change?

The 2020 predictions from the Workforce Institute at Kronos reflect the unprecedented variety of changes that impact HR professionals every day. From super-low unemployment to polarized politics to accelerating natural disasters, no matter the industry or size of your organization, you've probably felt the impact of most or all of these issues. In this discussion, panelists will talk about how these trends are unfolding in 2020 and share strategies for managing through the roaring '20s.

Speakers:

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Sharlyn Lauby | Author of HR Bartender and President | ITM Group Inc.

Sharlyn Lauby is the author of HR Bartender and president of ITM Group Inc., a South Florida-based training and HR consulting firm focused on helping companies retain and engage talent. Before starting ITM Group, Sharlyn was vice president of HR for Right Management Consultants, one of the world's largest organizational consulting firms. She has designed and implemented highly successful programs for employee retention, internal and external customer satisfaction, and leadership development. Publications and outlets such as *Reuters*, *The New York Times*, *ABC News*, *TODAY*, *Reader's Digest*, *Men's Health*, *Mashable*, and *The Wall Street Journal* have sought out her expertise on topics related to HR and the workplace. Sharlyn launched HR Bartender to provide a "friendly place for everyday workplace issues." The site has been recognized as one of the Top 5 Blogs Read by HR Professionals by SHRM. She is the author of "Essential Meeting Blueprints for Managers" and "Manager Onboarding: 5 Steps for Setting New Leaders Up for Success," which are available on Amazon.

Joyce Maroney | Executive Director, The Workforce Institute | Kronos

Joyce Maroney is the founder and executive director of The Workforce Institute at Kronos Incorporated. She has published three management anthologies and is a sought-after expert on workplace matters who has been interviewed by news organizations including *The Boston Globe*, *Fast Company*, the Society for Human Resource Management (SHRM), and The Wall Street Journal Radio Report.

Chris Mullen, Ph.D., SPHR, SHRM-SCP | Director/Strategic Advisor | Kronos

Chris Mullen is director of strategic advisory at Kronos. A thought leader on performance, development, and talent strategies with 15 years of experience as an HR practitioner, Chris helps organizations inspire their own workforces by optimizing technology and refreshing outdated processes with people-centric solutions to enhance the employee experience and drive better business outcomes. He holds a doctorate from the University of Northern Colorado, where he focused on the impact of mobile technology on work-life balance.

Mark Wales | Global Workforce Management Industry Advisor

Mark Wales has over 30 years of retail experience in the U.S., Europe, and Asia with leading retailers such as Starbucks, Ralph Lauren, Williams-Sonoma, Selfridges, and Tesco. He has provided retail consultancy with IBM and PricewaterhouseCoopers, where he worked with many other leading brands in the U.S. His expertise centers on how to implement and drive benefit from the more challenging projects such as ERP, eCommerce, and Workforce Management. His recent focus has been on developing a next generation model for workforce management that drives company performance through impacting the customer experience by investing in the employee experience. He believes that the role of workforce management is to coordinate and facilitate the various critical activities into a management discipline that brings Operations, Stores, Planning, HR, Training, Payroll, Finance, Corporate, Logistics, Planning, and Legal into a holistic approach. In this way the modern retailer can create and sustain real performance improvement.