

CHRO Conversation
Corning – Christine M. Pambianchi, Senior VP of HR
Video Length: 21:29

<https://www.youtube.com/watch?v=-OpO-0oefvc&feature=youtu.be>

Topic	Time
<p>How does Corning create an inclusive environment?</p> <ul style="list-style-type: none"> • 2018: Corning celebrates 50th Year of D&I programming • Research organization: requires collaboration, debate, innovation, diversity to produce its best work • Overtime, the focus was on various areas of diversity: racial (80s), women (90s), globalization (00s) • Next 5-10 Years: LGBTQ, human rights 	0:49
<p>Does pay parity tie into Corning’s D&I efforts?</p> <ul style="list-style-type: none"> • One of Corning’s seven values is the individual • 2017 milestone: Achieved 100% equal pay for equal work • Next: Achieve pay equity in international locations • Employees valued equal pay; Corning delivered! 	3:36
<p>What are the challenges of international expansion?</p> <ul style="list-style-type: none"> • 2000: Began expansion to Asia • Challenges: <ul style="list-style-type: none"> ○ Seeking new leadership, especially the first hire/ “front team” ○ Identifying or Installing manufacturing capability ○ Technology knowledge transfer ○ Protection of Intellectual property 	6:18
<p>How do you preserve the culture with so much growth?</p> <ul style="list-style-type: none"> • Values & culture help create a “code of conduct” • Accountability partners • Webpages, videos, testimonials, reward systems help foster consistent culture • Consensus-driven decision-making model 	8:52
<p>Is it a critical responsibility for HR to help create an environment for employees to deliver feedback and voice concerns?</p> <ul style="list-style-type: none"> • Yes, HR has three constituents: <ul style="list-style-type: none"> ○ The Enterprise, Leadership, Employee Base (critical) ○ Employee relations is key, but all three must be served! • “On-the-ground” HR support at each plant • HR must serve as a sensing mechanism • One HR employee per 150 employees 	12:13

What is Corning's philosophy on admitting mistakes and trustworthiness? <ul style="list-style-type: none">• Trust is hard to earn; easy to lose• Build credibility: Go out on shifts to understand the work• Admit your mistakes• Transparency with the workforce• Be critical; Reinvent yourself; Be a constant learner!	16:52
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"We want people to be paid equally for equal work and we've set about over the last 4 or 5 years to improve the way we measure that and confirmed that we have achieved 100% pay equity for people in like roles." (4:30)

"Usually it's your plant or your office sales manager and your HR leader are often two or three of the first hires you make in a country or in a region... getting that first hire right we found is the key differentiator for how well an operation will evolve overtime in a region or not." (7:50)

Discussion Questions:

1. How do you think a company can benefit from creating a transparent culture? Are there any downsides to doing this?
2. What challenges might Corning face as they move toward 100% pay equity in their international locations?
3. What competencies might a company search for when seeking leaders for their "front team" to prepare for international expansion?