

***Targeted Benchmarking on
Discipline Processes***



CAHRS Partners have the opportunity to benchmark with other partner companies on HR topics of interest. The benchmarking is typically conducted with 5-7 other CAHRS Partners selected by the company that initiated the request. The CAHRS office identifies the appropriate connections at selected companies and the benchmarking company then schedules 1:1 phone calls to explore their questions.

Examples of recent requests include: Sponsorship Initiatives, Organization Designs and Structures, Diversity Metrics, Talent Management Practices, Competency Models and a variety of HR Policy Questions (i.e. Relocation, Cost of Living, Airline Mile Usage, etc.).

CAHRS partners find this more qualitative approach to benchmarking very valuable for revealing novel insights and practices, as well as for building their network. At the conclusion of the process, the benchmarking company shares an anonymized summary of their findings with the participating companies and CAHRS, who then makes them available so all partners can benefit from the learning.



General Overall Themes

Most companies

- Excom/Board members made aware of significant risk matters (newsworthy)
- Compliance is not involved in disciplinary process
- No escalation process
- Compliance and legal report to Board on trending related to conduct violations (not including workplace matters)
- ER leads disciplinary process
- Have separate teams who track misconduct and related discipline

Outlier

- One company has Corporate Operations Committee (CEO, Functional SVPs, BU EVPs)
 - Meets monthly
 - Reviews terms, demotions, promotions for Director & above

Two companies have projects underway to centralize discipline process with ER leading

Discipline Process

Other companies' approach

Company #1

- ER leads disciplinary process
- Escalation occurs only if region/country requires
- Compliance and legal report to Board on trending related to conduct violations (not including workplace matters)
- Has appeals process

Company #2

- HR/ER collectively lead discipline process
- No escalation process
- Compliance and legal report to Board on trending related to conduct violations (not including workplace matters)

Company #3

- ER leads disciplinary process
- No escalation process
- ER leader conducts regular audits to ensure consistency in decisions
- Compliance and legal report to Board on trending related to conduct violations (not including workplace matters)

Discipline Process

Other companies' approach

Company #4

- No central process, working on project where ER will lead the disciplinary process
- No escalation process, not considering adding once new process is rolled out
- Has Ethics Team who tracks misconduct and related discipline themes and reports to Board

Company #5

- No central process
- No escalation process
- Has Code of Conduct team who handles investigations and tracks violations
- Compliance and legal report to Board on trending related to conduct violations (not including workplace matters)

Company #6

- No central process, working on project where ER will lead the disciplinary process
- Executive Resource Committee reviews terms, demotions, promotions for Director & above
- Misconduct matters all go to Ethics/Compliance team for investigation, for new process will go to ER if misconduct substantiated