
From: Higley, Carol A. - Human Resources Business Partner <HiglCA@jea.com>
Sent: Monday, December 2, 2019 11:57 AM
To: Wannemacher, Ryan F. - Chief Financial Officer
Subject: Meeting with Laura Gutteridge Anos
Attachments: Meeting with Laura Gutteridge Anos.docx

Ryan,

Here you go.

Please let me know if I can share with Isabel for coaching purposes – and if I need to do any follow up with Russell.

Thanks,

Carol Higley

Human Resources Business Partner

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Meeting with Laura Gutteridge Anos 11/26/19 1:30pm

We are here to discuss ADP and make sure we have addressed your concerns regarding Payroll migration.

Yes, process is now how I would expect, with due diligence, following a process.

I would also like to discuss your concerns and feedback/handling conflict. I am disappointed in how you raised your concerns, bringing everyone into it.

You mean including Akiesha and Alan on email?

It is appropriate to express your opinion and any concerns. I like and appreciate your opinion; always usually agree with you; it is the method that is concerning. I am on the floor virtually every day – pull me aside, call me, get on my calendar; but to blast email without going through those steps is a concern. If you have conversations with Russell and need to escalate that is fine but it needs to be done in a constructive manner. The email had some alarming language (bullied, things not done here correctly) and I would like you to raise your concerns with me in person. I take your opinion seriously, it is the manner in which it is handled that is the issue.

My language reflected how I was feeling I had serious concerns and shared my concerns but we were moving forward anyway. I was alarmed. Akiesha also sent an email with a long list of issues and no one responded. I thought if I got involved and on record that I was concerned too it would show all three of us were concerned. Other groups raised concerns too. Don't want to put any one in jeopardy but Payroll and Technology, basically everyone in the room had concerns and all that was said was this is an SLT initiative.

That is a cultural issue, people should be able to ask the SLT questions. Your email gave me no choice but to bring HR into this conversation and I would rather handle it in a more constructive way.

There have been times I have brought concerns to your attention with no response but then things are handled so I thought maybe I shouldn't go to you directly.

I may work through other people, just bandwidth, work load, so I call Russell to run with it. Even if I am delegating execution I am still addressing it. If you don't receive a response from Russell and need to escalate that's fine but I ask for your trust to not make a mountain out of a molehill, just pull me in. It is so important to communicate or things will get blown out of proportion. The mind is worse than the truth.

It may be a molehill now but it would have been a mountain had it not been stopped. Don't want to underestimate the impact, still dealing with EAM two years later. Also to not be given a business reason, makes me think things are not above board. Am I at that kind of company?

Whatever your question, can come to me directly. I will tell yes, no, I don't know or I can't tell you right now. You know I don't ever want to do anything that will jeopardize financial reporting. I am glad you raised concerns. As a manager I should be able to have frank conversations with you, maybe not about everything but at the management level we should communicate well, not have any gaps.

So your preference is that I communicate verbally?

By phone or set a meeting, it is difficult as the SLT gets hundreds of emails per day and it is difficult to response to all in emails.

I will press Russell more and if not satisfied I'll ask you directly.

He has only been here a little while and is still figuring it all out, there's a lot going on, we'll work through it. I think we got to the right place with the delay and now working on how we move forward. Sean, Jon and Melissa got together and I shared your concerns, asked if they heard other similar concerns and in 20 minutes we dealt with it constructively.

We need a strong working relationship and formally opening the lines of communication will benefit the whole team. You are a manager and set an example, people look to you to model appropriate constructive sharing of concerns. Thanks for all you do, the audit is going well. I value your opinion and perspective, we just need to work better together.