[00:00:03]

You are listening to tell me your story where we connect to HLS staff on a personal level. Hello, everyone. This is Edgar Kley Filho from the Office of Equal Opportunity. My pronouns are he, him, his. Today, we are talking to Trina Burrous from HLS Human Resources, who you tell us about her life, how long she is in this position at HLS, and the work she does. Thank you for joining us Trina, and please tell me your story.

[00:00:43]

I'm so happy to be here, Edgar.

[00:00:45]

I am happier. I am so happy that you are here and accept our invitation to participate in this. I really I'm thrilled with you.

[00:00:54]

Thank you.

[00:00:55]

Let's start from the beginning, like I do with everybody who come to talk to us. Your family, I always ask, are you or your family from New England area or where your family you are from?

[00:01:12]

Yeah, I am from the New England Area.

[00:01:14]

You are?

[00:01:15]

I am, yes. Both my parents grew up in Massachusetts. My dad is from Beverly. My mom actually moved around quite a bit as a child cause she was a navy brat, but they spent quite a bit of time in New England, and she went to high school in Danvers.

[00:01:37]

In Danvers, wow.

[00:01:40]

That is how they met in high school through, like, my dad's cousin, actually. They got married soon after high school, and then I was born in Salem Mass. I lived in Beverly until I was in I would say second grade. Moved to Connecticut, was only in Vernon, Connecticut for two years, and then I moved to another very small town in Connecticut called Seymour. That is where I spent fifth grade through high school.

[00:02:21]

Through high school.

[00:02:23]

You don't have much you're born in Salem? It's just that's wonderful.

[00:02:27]

I know.

[00:02:29]

How was if you can remember Salem at all or how was it there?

[00:02:36]

Well, I grew up in Beverly. I was born in Salem Hospital, but in Beverly is where we lived until I was in second grade. I remember it as, this is really probably dating myself because I remember walking to school by myself, in like first grade, and I don't think that would happen now.

[00:02:58]

No, definitely not. We talk with other folks about this. I don't know if it's innocence from parenting or whatever, but you were safe enough to go to school. I walked miles to get to school, and never had a problem in small towns in Brazil. Definitely couldn't do that in a big town like San Paulo lio. It's interesting to have those memories out going at such a young age.

[00:03:26]

Walking to school, I would pick up my friend along the way, and we would walk together for, like, probably halfway, and then same thing on the way home. It was a different time for sure.

[00:03:39]

It was and give us a nostalgia somehow because I think it was a beautiful time, I don't know. Depends on each person's experience is such an interesting thing to do. When you were living in Beverly or even after you moved, did you sense the change after you moved to the place where you spent most of your life in Connecticut?

[00:04:01]

It was a really small town where I grew up. It was interesting. It was only about 13,000 people. We had one high school for three or four towns. Like, we could only make one high school out of all those kids. My class, my graduating class was only about 160 or 70, not too big, but I think that was such a different time. I mean, we didn't have technology and cell phones and all those things.

[00:04:34]

Same to me.

[00:04:35]

It was very, it was like your traditional, I guess, upbringing. We were outside a lot.

[00:04:44]

Playing more, with friends on the street or whatever. You had at the time a phone at home already?

[00:04:50]

We did have a phone, and I remember it being a really big deal when we got push button instead of dial.

[00:04:56]

Yes.

[00:04:57]

My best friend had a phone, she had an older sister. They shared a room, and they had their own phone line. They had two phone lines in their house. Also, that was also along the time of call waiting if you remember that.

[00:05:12]

I do remember that.

[00:05:13]

It was okay if I was on the phone all the time. Like my mom would be like, well, if somebody calls in, then you have to get me, but you can stay on the phone, so that was nice.

[00:05:23]

Even though I like to remember those times because for people nowadays with cell phones in their hand, we got too used to it as well,.

[00:05:31]

Absolutely.

[00:05:31]

We got spoiled with the situation, because if you feel like, we panic if you left your house without your cell phone. My God, you will spend a whole day outside and the phone was fixed, unless you go for the street phones, if you have to make a call to push that put that coin. Going all the way is small town, not too many people in school, though we said that your graduate class was 160 people. Until high school, all good experience and everything.

[00:06:03]

Yes and no. I moved a few times, and I feel like I always had a little I was very introverted anyway, like, shy, and so making friends was, like, different. I was kids like aren't always nice, and I was a chunky little child, and I feel like I got a little picked on. I didn't have a ton of confidence when I was young in my like social life.

[00:06:34]

The bulling was already there in a way?

[00:06:36]

Yeah.

[00:06:37]

Then college. When leaving, did you decide to go far from home or how did you, what was our choice?

[00:06:45]

I didn't. I thought I wanted to go far from home. I had ideas of wanting to go to California or somewhere sunny and bright, but when it came down to it, I was like, I'm not going that far. I don't want to be that far away. I was very nervous, I think. I think that finances played into it as well. I'm the first one in my family to go to college.

[00:07:15]

First gen.

[00:07:16]

That was a big deal. My mom was like, you are going, and of course, my friend group that I had made since junior high and high school, we're all on that track, too, so that helped, but so I ended up going to UConn. From state school, and it was really eye opening, because I had never met such a diverse group of people.

[00:07:47]

Really?

[00:07:48]

Our town was so small and primarily white people. We didn't even have a lot of Jewish people.

[00:07:58]

In your town?

[00:07:58]

I didn't meet a Jewish person until I went to college.

[00:08:03]

College?

[00:08:05]

The girls in my dorm, the next door, and I was so fascinated, because I grew up Catholic.

[00:08:13]

You had different view on religion and everything else?

[00:08:18]

It wasn't even a thought. I just had never come across with anyone in that religion. It was really interesting, and also, I lived in a coed dorm. First floor boys, second floor girls, and my dad was like, I don't know about that. He wasn't really, really keen on it. Until when one was like, our star basketball players would hang out there, and then he was like, oh, okay. I get to meet him, but it was great. It was really good.

[00:09:02]

Exposure. I was so sheltered growing up. When I think about, how much I didn't know and how much I wasn't really opened up to any of it and not purposely, but just by virtue of where I live.

[00:09:17]

Exactly. It is what it is. It is what it is.

[00:09:19]

We live in an environmental that offers just that. How long you stay in UConn?

[00:09:25]

I was there for four years.

[00:09:26]

Four years.

[00:09:26]

My parents were like, we can pay for four years [LAUGHTER] and I was like, I will finish in four years. I left school with no student debt and my parents had paid everything.

[00:09:39]

Wonderful.

[00:09:40]

It was great. I don't think there are many people who have that opportunity.

[00:09:46]

Yes not everybody has.

[00:09:47]

I'm really grateful for that.

[00:09:49]

When you say I stayed for four years, four years was the requirement?

[00:09:53]

Yes.

[00:09:53]

Was a way of your parents say, down mess in the school because.

[00:09:57]

Exactly, yes.

[00:09:58]

Good. Because sometimes we need that push a little bit, because when you go to a place like you're describing that's completely gifs, I don't know if party was already a thing there and the opportunities to distract from your studying or to be much bigger.

[00:10:15]

There was a lot of distraction.

[00:10:16]

Basketball was already big at that time?

[00:10:18]

Basketball was just getting big at that time.

[00:10:21]

Because they kept going with that tradition. That was fantastic.

[00:10:24]

That was the beginning of it.

[00:10:25]

Women's are bigger than men's. Right now.

[00:10:30]

I think they rival each other. I think the women have gained a huge following and it is really big.

[00:10:38]

It's true.

[00:10:38]

But there were some really high years many years ago and then more recently, the men's have been winning championships. Last year, they won the championship.

[00:10:52]

You still follow them. That's nice.

[00:10:55]

Of course, always.

[00:10:57]

How was the preparation. By the time when you finished college, you had already a path that you want to follow or are you still trying to figure out?

[00:11:06]

Still trying to figure it out. It took me a really long time to be honest. I went to school for social work. I felt like I wanted to help people. That was my because I wanted to be able to help people. I didn't know what that meant, really. I applied for social worker positions upon graduation and the economy at that time, like the labor market was really tough. I wasn't offered any positions and at the same time, one of my good friends from college was talking about moving out of state and moving to Florida. I was like, that sounds really nice. I wouldn't mind living somewhere where I didn't have to bundle up and shovel snow and all that good stuff. I did move. I moved to Florida in, I'm not going to say the years, but I moved to Florida about a year after I graduated college. During that time, I was like, waitressing.

[00:12:16]

Nice.

[00:12:17]

I was living at home. I got a job waitressing and then I got a job in an office as an administrative assistant. I was like doing both. Saved up a little money and moved.

[00:12:28]

Moved to Florida.

[00:12:30]

Moved to Florida. First time I ever saw my dad cry when I left that day. We packed up our cars, me and my friend and we like, drove down, following each other. Yeah and I had never seen my dad emotional. That was the first time. Then I was like, Oh, my gosh, this must be a really big deal. I hadn't really thought about it. But that was the last time I ever lived at home like, I was moving.

[00:13:00]

From there.

[00:13:02]

I was in Florida for longer than I should have been. My idea was to go down for a year or two and just do whatever I could do, maybe find myself and find new career path. I ended up getting caught up in the going to the beach every day, or going to the pool every day.

[00:13:23]

Amazing. Working working at night,

[00:13:24]

doing bartending and waitressing. Got to tell you it's good money. I was more than paying my bills and looking at jobs to apply to down there. I would have been taking a pay cut to take an office job. I was like, I don't think I'm going to do that here. But it came to a point where I was like, I don't want to be doing this.

[00:13:50]

Be doing that entire life.

[00:13:52]

I had ideas. During that time, I had thought maybe I could be in human resources. Maybe I could be a recruiter. My idea of human resources at the time was that they hire people.

[00:14:06]

Yes.

[00:14:07]

That was all I thought. Like, I didn't know anything about the different areas of human resources, like employee relations and benefits and compensation and organizational design. No, I just thought you hire people in HR.

[00:14:22]

I think at that time, too, I think the human resources view on everything was a little bit more.

[00:14:28]

Yeah, it was far. It has.

[00:14:29]

Developed a lot of it. Nowadays, you have a phenomenal way to see the changes and all the opportunities that you have inside of a human resources department. I have two things still based on your experience. One, when you left college, you were going to take a course, you said that you were going to take a course in social worker?

[00:14:51]

Well, my major in college was human development with a concentration in social work. Social work is basically my training, I guess.

[00:15:07]

Which ended up being an amazing asset working with that human resource.

[00:15:12]

Exactly. Lots of psychology classes.

[00:15:15]

Yes. Do you think that comes from being introvert?

[00:15:19]

I don't know.

[00:15:21]

Me, also being an introvert, I took psychology.

[00:15:25]

Just trying to figure out.

[00:15:27]

I don't know. That is something we always have the feeling you are going to help people.

[00:15:33]

Yes.

[00:15:33]

But I think deep inside, you are trying to just to find the answers at the same time of what we are and how that why you came to be, or why you feel that way or expecting something else. Because then my second question. You go to Florida. Well, we start in Connecticut, already working as a waitress and you go to Florida and keep working at that. How introvert works as a waitress? You like you have to meet a lot of people in different people.

[00:16:05]

You do. I guess that's like I'm the extroverted introvert. I like to talk to people, but I'm more of like a one on one type of person.

[00:16:18]

Yes, me too.

[00:16:18]

I like to meet a lot of different people but I get somewhat uncomfortable in large groups I guess.

[00:16:27]

We are the same that way.

[00:16:28]

I feel like maybe that's from growing up in a small family and not, like that's just what I'm used to. Being in a smaller means groups in one on one.

[00:16:38]

Because that's exactly my thing. I start with if I have a chance to have a one on none conversation with someone, In any place, I will be fine and then I don't mind later being in a big group and talking to everyone. But I cannot just get into if there is group of people and me getting that. No. I'll freeze before I even try it.

[00:16:59]

Yes.

[00:17:00]

But then it's slow, you can get feel more comfortable. But it's interesting that you end up going to working for a few years as a waitress. But you have the right.

[00:17:09]

It's very customer service based. Like how can I help you? What can I get for you? I want you to have a good experience.

[00:17:17]

Exactly. It is really interesting.

[00:17:19]

Then when we stop with that work and you decide, put your eyes on HR. You pursue that? You still in Florida, or you're going to move to somewhere else?

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No. I decided I'm going to move back to the Northeast, a little closer to home and I ended up moving to I actually lived in Malden.

[00:17:41]

Malden, close to where I live.

[00:17:42]

I moved to Malden, or I said, Oh, I'm moving to Boston and then I'm like, Oh, it's actually Malden.

[00:17:48]

I think everybody says Boston. Whether you live in Malden, Everett, Medford, whatever it is, Boston.

[00:17:54]

I lived in Malden with a friend who was also moving to the area for a job. I just started applying to jobs and there was a company which was actually based in Malden, which was strange because there's not, like a town based in Malden that had a position opened for an HR assistant, which was a very broad job description. It was a company that had like a human resources director and then she had no more help. Like, she had to do everything. She got approval to hire an assistant and I honestly think actually, I know she told me later that I was not her first choice, her first choice had experience, had an HR internship.

[00:18:49]

I forget what else, but something didn't quite check out with what she had said on her resume that didn't check out, when she was checking references or something. I was like, they're runner up and she liked my customer service experience. She took a shot and I'm really grateful for that, too. Ever since then, at first, that was more of a generalist role and I was promoted into an HR generalist. I started as an assistant, and then I got promoted and took on more responsibility. Then interestingly, it was a travel nurse company. Because I was an HR, I was helping one of the hiring managers to hire somebody into their group, and it was a new division, and they were going to be recruiting nurses from overseas because there's such a nursing shortage in the United States. They were going to be recruiting nurses from overseas and supporting them through their board exams for the nursing exam here, sponsoring them for green cards, them and their families, to come over here and then placing them in hospitals around the country. I just hit it off with the hiring manager right away, and I was like, I want that job. I ended up moving from my generalist job into more of a recruiting role with that.

[00:20:26]

Why was that? What called your attention to that position?

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I don't know. I think it was exciting because it was international so there was going to be opportunity to travel. There was going to be opportunity to meet people from different areas. Then, I think support people through a really tough process to move from another country to the United States, and their goal was to better position themselves. Luckily, she thought I would be a good fit. I was at the same company, but just a different division. I was with them for probably 12 years. in total.

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Twelve years.

[00:21:17]

In total, yeah.

[00:21:18]

Wow. Why do you call travel nurse?

[00:21:22]

Travel nurse, they're not permanent staff but they're contractors. But they contract for three months at a time usually and they're usually coming from other places. It's not just nurses. In this business, I mean, this was a long time ago. I was there for 12 years, and then I've been here for 13. Sure, we'll talk about that later. But travel nursing is you can go to different areas. The hospitals basically have a shortage of staff and so they pay agencies to place nurses there.

[00:22:05]

Interesting.

[00:22:06]

They stay for usually three months or six months. I think all the time there's a shortage of nursing, but particularly when there's higher census in Florida in the winter, a lot of need for travel nurses because all the snowbirds come down, and then they get sick, and then they're in the hospital.

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If I had a quiz about that, I would fail miserably because in my mind, the travel nurse would be the nurse that travel where the patients is.

[00:22:35]

To your house, yeah.

[00:22:36]

Instead of, in this case, where they are needed.

[00:22:39]

Acute care in hospitals, yeah.

[00:22:41]

Interesting.

[00:22:43]

I was working with ER nurses and OR nurses and ICU and Nikky nurses. Nurses are really special people.

[00:22:54]

Was a good experience for you?

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It was great.

[00:22:57]

Talk to a lot.

[00:22:58]

I talked to a lot of different people, other countries. I got to travel, I went to London, I went to Ireland, Scotland. We mainly recruited from English speaking countries just because it was.

[00:23:14]

Adaptation would be faster.

[00:23:15]

Faster and easier. They wouldn't have to take an English exam.

[00:23:19]

Exactly, and because of the need at time. Because if you were in desperate need of a profession in that area, if they didn't speak the language, and you have to prepare them for that. It makes perfect sense.

[00:23:32]

Exactly.

[00:23:34]

You said that you worked there for 12 years, and that was already a move from that job to Harvard, do you have a different in between?

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I had one job in between and I call it the dark days.

[00:23:47]

Now I'm curious.

[00:23:49]

It was a little over a year and a half, and I left just thinking there were a lot of changes at that organization, and 12 years is like I had had four different roles and did a lot, and I just decided I was looking for a change and got referred to somebody. They had an office downtown. It was another staffing agency which is technically what our company was, was a staffing agency, but it was travel nurse staffing. This, I moved to, it was an IT agency and it was such a different world. I had no idea until I got there. Even though technically, in my other agency, we were competitive because it was like I was compensated based on how many people I helped get to the United States, and there's a lot more intricacy there, but basically. We were all on the same team and we were all working toward the same goal. When I went to IT staffing agency, I was the only female in the office and it was very cut throat. People didn't want to help because they were looking at their own bottom line, if I help her, seeing people as competition versus there's enough for everybody to go around. It was like, we're competing for the same people. It was very strange. I have to say in terms of financially, I was making more money than I had been and that was nice. I kept thinking to myself, Oh, this will get better. I'm just not used to it. I'll figure it out. I'm just uncomfortable. That's where the growth is, all those things. Then I would literally dread going to work on Mondays. Sunday night.

[00:25:54]

That's not a good place.

[00:25:55]

It was not a good place. I stuck it out for a little more than a year because I was like I have to stay for a year maybe just to see.

[00:26:03]

To try because sometimes you feel like I'm not trying good enough. Did I learn enough because sometimes takes you at least over a year, between 1-2 years for you really feel what environment is.

[00:26:15]

Comfortable. I remember my boss took me out for my annual review. This was in downtown Boston, which is all very exciting for me too, because I hadn't worked in the city. I would take the tea and all those things, and we would sit outside. It was a nice day, and we were having lunch outside and doing my review. I remember I had sunglasses on. He was asking me, he's telling me I'm doing a good job, all these things, and it was a positive review. Then he just looked at me. He's like, how are you feeling? Are you happy in this job? I just started crying. I was like, I'm not. I'm really not. Luckily, he was a really nice guy. It was just the other people like my peers who were a little.

[00:27:03]

The competition as you described. It's interesting because I have seen that before in different places, and I always feel the same idea. Why is your desperation to compete to that level that can make someone feel uncomfortable, make someone? I don't know.

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But I feel like some people thrive in that environment. They thrived, or they were doing, who knows? I don't know. Maybe I should have had a conversation.

[00:27:31]

Exactly, but what expense? Is that whatever the end goal for you is to be in this environment or feeling? Anyway.

[00:27:42]

I ended up leaving. I ended up applying. I was, I have to do a job search now. I applied to maybe two or three positions and they were in Higher Ed, and it was because of something that I heard, which makes me laugh now, but one of the IT contractors that I had been talking with in my job that I did not like was saying that he had done a couple of contracts at BU or in Higher Ed, and he said, Higher Ed just moves more slowly. I was like, does it? I'm like maybe that would be a good work life balance because also, I was working like 60 hours a week in that job, maybe more. I don't know. I was like, I could use better work life balance.

[00:28:33]

Some pay.

[00:28:35]

I was like, oh, okay, academia, Higher Ed. I think I applied to MIT. There was a role at Harvard at the medical school, actually and they called me right away, and the interview process was pretty quick. Now that I think about it, I was also interviewing at another organization, which was a big organization for seniors. They do dialysis.

[00:29:10]

In the medical area.

[00:29:11]

A friend of mine that I used to work with at the healthcare staffing had been working there and referred me, and I interviewed with them, but they just moved really slowly. There wasn't a lot of communication. It would be like we really are interested in you. I don't know if they didn't have approval for the job or what it was. But basically, they said they were interested and that they wanted to make me an offer. But then it would be weeks, and I wouldn't hear anything, and meanwhile I was also interviewing with Harvard. My recruiter there was amazing, and she called me after every round of interviews she was like, how are you feeling? It's really positive from our side, and just it was a really good candidate experience. They made me an offer, and I accepted it, and then I remember a few days later hearing from the other company, and they said we've got approval. We're ready to make you an offer, and I said, I'm so sorry I already accepted another offer in the meantime. He was like I really wish you would have let us know we would have loved to counter [LAUGHTER]. I was like, this is going to be my boss, and he's not even that great of a recruiter when it comes to candidate experience.

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That story like, I'll get in touch with you, never get in touch, and then when you accept another job, sorry I wish you had told us. When? I didn't even know if I had the chance.

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I guess, ever since then, I've just been candidate experience is really important. That can make the difference.

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Yes.

[00:30:59]

I've always been really focused on that, and that was when I started at Harvard, so I was at the medical school.

[00:31:04]

Medical school?

[00:31:05]

Yeah.

[00:31:07]

What year was that when you started?

[00:31:09]

It was 2011.

[00:31:11]

2011, and how long it took until you came to HLS?

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I was there for six years. I came here in 2017.

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Was the interests in a promotion level because that would be a better opportunity here or geographically moving somewhere?

[00:31:28]

It was a lateral move.

[00:31:31]

A lateral move.

[00:31:32]

It was a lateral move, but I felt I had worked with the same clients for that many years and if I had to fill one more research assistant position, I was like my goodness. Because I probably filled a third of the jobs I filled were research assistants in the labs over there. I don't know I think it was always something like, they do amazing work over there and the hiring managers that I worked with were great and I loved my team. But I didn't really connect with the mission, and not to say that ending human suffering. I think that's part of the mission [LAUGHTER] is not a good thing. It wasn't like, I couldn't see tangible impact. A lot of the research that they're doing over there is we want to cure cancer, and that'll happen in 10 years. You know what I mean? That's simplifying it, but when I would go to the labs and they would tell me about the work, and they'd show me this and that, and I would be that's just not really. I've never been a science person, and so when I thought about where would I want to work? Over there, I did quite a bit of collaboration. I think at the central level, you go to different meetings, and this is when everybody was on campus all the time. All the meetings were on campus, and so I would come from Boston to Cambridge, and I was always like, would it be so great to work in Cambridge. It seems like so much more of a college. Like a university environment versus it's so urban over there. But the student population at the medical school is so small. They're only on campus for a couple of years, and then they go off to do their [OVERLAPPING] exactly. That's where the most of the teaching happens.

[00:33:39]

Interesting. It's like our first year students that stays here because of the academic and later go through courts, and if there was a situation like that just stay in courts. Interesting.

[00:33:49]

The student affairs office I remember was like three people [LAUGHTER] Isn't that so funny? and then when I came here I was like DOS [LAUGHTER] All the student services offices, all the hustle and bustle that happens here at the law school when you go over into VCC, and you see so many students coming in and out, and it's just not that environment over there.

[00:34:16]

But you also made another change, because you spent so many years somehow related to the medical area where with the nurses, and then all the way to the medical school. Twelve just in one company, then a year and a half, and then a couple more years or a few more years at medical school all related to that same, although, changed because you said that at medical school, there was a lot of research in that level. But then we would be, we leave medical to go to law that's a complete different story.

[00:34:51]

It is, and really fascinating. The first maybe week or two that I started here, this was all pre-pandemic, but, I walked over into the program on Negotiation Offices. There were pictures there of the team with Hillary Clinton, and I was like my God. I love this place [LAUGHTER] Then I think there were also just thinking about some of the events, like when they had all the Supreme Court justices on campus.

[00:35:29]

Once a year for AMES competition.

[00:35:32]

No, there was a different one for the Bicentennial. I was just coming into Bicentennial, there was a thing over in the Sanders theater. Dean Manning was sitting having basically on stage, a coffee chat with a bunch of Supreme Court Justices. It was just so interesting. Then I think I remember Sonia Sotomayor was here, and it was just really.

[00:35:59]

It is amazing.

[00:36:00]

Really amazing.

[00:36:01]

It is people, and sometimes I feel like being here for so long we take for granted the importance of the level of expertise that are around us and whoever comes here because of the expertise, because of his name, because of HLS, we have the Supreme Justice. We have celebrities coming. Once in a while when I was in DOS that's a lot of a commotion in the loading dock. Why? Lady Gaga is coming from an event here [LAUGHTER] The cars just get to that and from there, take the internal elevator, go up to the clinical wing to talk to someone. Once in a while you have all these big sports events that happen, and there come a basketball player, a football player that comes to talk to a class because a professor invited. It's such a vibrant environment, and you have our own faculty that once in a while you see this professor wrote for the Bloomberg. The other one has editorial on New York Times all the time, and then you have the ones that become senators are. Do you want to become Supreme Court that was our Dean recently.

[00:37:14]

Exactly.

[00:37:14]

Here is a always revolving environment that's so interesting.

[00:37:17]

I can remember walking like one of my first times, like in the tunnels walking, and I was over in I don't know. It's on the way to Griswold. I forget where it was, but there were visiting faculty offices. It was somebody that I was like, I swear I saw him on MSNBC [LAUGHTER] the other day.

[00:37:37]

Was Professor Tribe, you think?

[00:37:38]

No, it wasn't Professor Tribe. It was definitely a visiting.

[00:37:41]

A visit.

[00:37:42]

It was a visiting. But, just a lot of energy around current events in politics and policy, and just more interesting to me.

[00:38:02]

How much you see change in terms of what you learn in HR since we started working for the company where we spent 12 years? In terms of recruiting, in terms of learning, in terms of investing in different areas from that time to the medical or/and HLS. Do you see a big curve in terms of a learning in terms of development?

We will finish our conversation with Trina on the next episode. Make sure to tune in.

[00:38:36]

[MUSIC]