

## 2019 Key HR Initiatives

Key HR initiatives are projects that support our strategic priorities, and they typically have a one-year timeline. Below are key initiatives for FY2019.

### Foster an Environment of Diversity and Inclusion

- Distribute the first staff composition report (from survey data) and partner with business units to establish and achieve their diversity goals
- HopkinsLocal
  - ◆ Drive for achievement of hiring results by end of 2019
  - ◆ Continue to broaden HopkinsLocal hiring strategy to include health system departments and local community organizations, e.g., Biotech Institute, for lab and research positions
  - ◆ Implement hiring strategies for health system clinical/research departments that were designated as part of the 2018 pilot
  - ◆ Develop plan for Phase 2
- Advance Hopkins
  - ◆ Build or enhance advanced tools and practices for developing talent at all levels of the university
  - ◆ Begin to develop more robust frameworks and supporting tools for career paths and development planning
  - ◆ Continue to enhance the marketing of program offerings and make them easier to access for employees
  - ◆ Continue to improve the recruitment practice through implementation of new tools and ongoing process improvement
- Title IX Implementation

### Support the Well-Being of Faculty and Staff

- Conduct action planning for employees based on engagement survey results
- Review tuition grant and determine whether enhancements would help lower-resourced employees utilize the benefit
- Implement a high-deductible health plan (HDHP) with health savings account (HSA)
  - ◆ Design high-deductible health plan that, when combined with similar current offerings, provides faculty and staff greater choice to meet their health care needs
  - ◆ Socialize business case and obtain approval for an FY20 offering
  - ◆ Evaluate decision support tools that will enable staff selection
  - ◆ Negotiate health savings account administration

- ◆ Design and implement a change communication plan
- ◆ *Anticipated outcome:* Coupled with dental and vision plan changes, these new offerings provide faculty and staff with more options and greater flexibility to meet the diverse needs of the JHU workforce.
- Socialize and launch a hybrid assistance program model
  - ◆ Engage FASAP to help with strategies around managing mental health claims on medical plan
  - ◆ Support JHSAP work with Student Affairs mental health project
  - ◆ Onboard AAP to JHSAP

### **Attract, Retain, and Develop the Best People**

- Evaluate the viability of developing a global employment company (GEC)
  - ◆ This method of hiring could enable the university to hire and retain talent from abroad through a registered subsidiary of the university (rather than a third-party vendor).
  - ◆ Benefits of this approach include name recognition, consistent medical benefits abroad, and an international pension program mirroring the current U.S. university benefit.
  - ◆ *2019 goal:* Assess need and country-by-country viability versus current state, identify costs, and present to divisions for consensus
- Develop long-term plan for changes to the current compensation structure
  - ◆ Identify job families where grid reviews are needed
  - ◆ Identify positions where minimum qualifications may need further review
  - ◆ Identify job families where standardized job descriptions could be created
  - ◆ Identify options for salary range enhancement, up to and including the possibility of full structural redesign
- Work with HR colleagues to evaluate possibility of developing a Career Development Framework, including reformatted and simplified grids that can be shared with client areas
- Create enhanced career development experiences for staff
  - ◆ Understand the opportunities and barriers to career development and progression that staff desire
  - ◆ Begin to implement the first tools, programs, and initiatives to make career navigation and achievement easier for more of our staff

### **Ensure HR's Business Is Efficient and Compliant**

- Conduct a comprehensive assessment of the talent acquisition function, including:
  - ◆ Recruitment systems (SuccessFactors) and external partnerships
  - ◆ Staffing structure, titles, and responsibilities

- ◆ Hiring processes and workflows
- ◆ Executive recruiting
- ◆ Onboarding
- ◆ Internal-hire process
- ◆ Reporting, use of analytics, and key performance indicators (KPIs)
- ◆ Talent acquisition as it relates to staff career progression
- Partner with colleagues in technology and HR to evaluate current technology and business processes for supporting compensation decisions at the university, and make recommendations for improvements
- Tuition remission (reimbursement) LEAN project: Develop more efficient process to create better employee satisfaction with process
- Operational process transformation (OPT) project: An ongoing institutionwide plan to boost operational efficiencies and reduce risks to Johns Hopkins Medicine by aligning business processes
  - ◆ Teams focus on communications, financial policies and procedures, human resources, and technology integration.
  - ◆ They identify best practices, define standards, monitor progress, and drive execution.
  - ◆ Tasks for Human Resources:
    - SOM develops/conducts training sessions for Research Administration staff
    - Develop budgeting policies training and education (staff)
    - Develop sponsored award and education (faculty)
    - Recommend reporting structure for Budget/Research Administration staff
    - Develop termination process/separation policies (staff)
- I-9 Process
  - ◆ Review and streamline business process
  - ◆ Partner with Procurement to select new vendor
  - ◆ Implement new vendor solution

### **Build One HR to Serve All**

- Further develop, socialize, and implement the HR Business Partner model, including offering learning and professional development
- Recruit new HR director of Finance and Administration
  - ◆ Onboard new leader
  - ◆ Transition existing HR finance work from Dave Alexander to HR and controller
  - ◆ Transition HR administration and business services work to report to HR director of Finance and Administration