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