

CREATING A CULTURE OF PERFORMANCE AND ENGAGEMENT

The HR Structure at Johns Hopkins University

HR BC (BEFORE CHANGE)

Typical organizational structure for a decentralized environment

- Centers of Expertise
- Teams led by HR Generalists serving the divisions
- Silo approach to all HR challenges
- New Roles and Competencies Based, Market-driven Compensation system

NEW HR MISSION AND VISION

- **Mission**

To support the university's effort in attracting, developing, retaining, and engaging a high-performing workforce in support of excellence in the university's mission, while promoting diversity, equity, civility, and respect.

- **Vision**

HR collaborates actively with university leaders to maximize organizational performance and engage world class faculty and staff.

HR'S NEW STRATEGIC GOALS

- Assure the quality and diversity of our workforce through the recruitment, retention and engagement of talent at the university
- Empower leaders, managers and supervisors in managing human resources effectively to enhance our investment in human capital
- Develop, communicate, and implement best practices in human resource policies, programs and processes
- Create comprehensive solutions to assist work groups with transforming to a high performance culture
- Serve as a model of service excellence, teaming, change management and innovation
- Provide leadership in creating an inclusive, supportive and healthier work environment to enhance the quality of life for all employees

THE NEW HR ORGANIZATION

- Aligned HR with the University's mission, vision and strategies
- Defined our “Must Have” skills
 - Workforce Planning & Organizational Assessment
 - Consulting/influencing
 - Collaboration
 - Business Knowledge
 - HR Measurement

THE NEW HR ORGANIZATION (CONT'D)

- Best Practice Competencies
 - Talent Management
 - Engagement
 - Achieving Results
 - Culture Management
 - Leading Change
 - Financial and Business Acumen
 - HR Analytics

THE NEW HR ORGANIZATION: THE FOCUS

Eliminated Silos and created new cross-functional teams focused on:

- Talent Management and Organizational Development
- Employee Engagement
- HR Metrics and Analytics

Keys to the New Structural Design

- More Nimble
- Increased Agility
- More Proactive

Plan Implementation: Develop Action Plans

Identify Stakeholders

Clearly Define Roles and Responsibilities

Define Mechanisms for Communicating Information, Changes,
Progress, Gaining Feedback

Attend to Follow-through

- Develop mechanisms to ensure clear goals, strategies, action plans

- Ensure institutional alignment, resources are available, skills defined and current

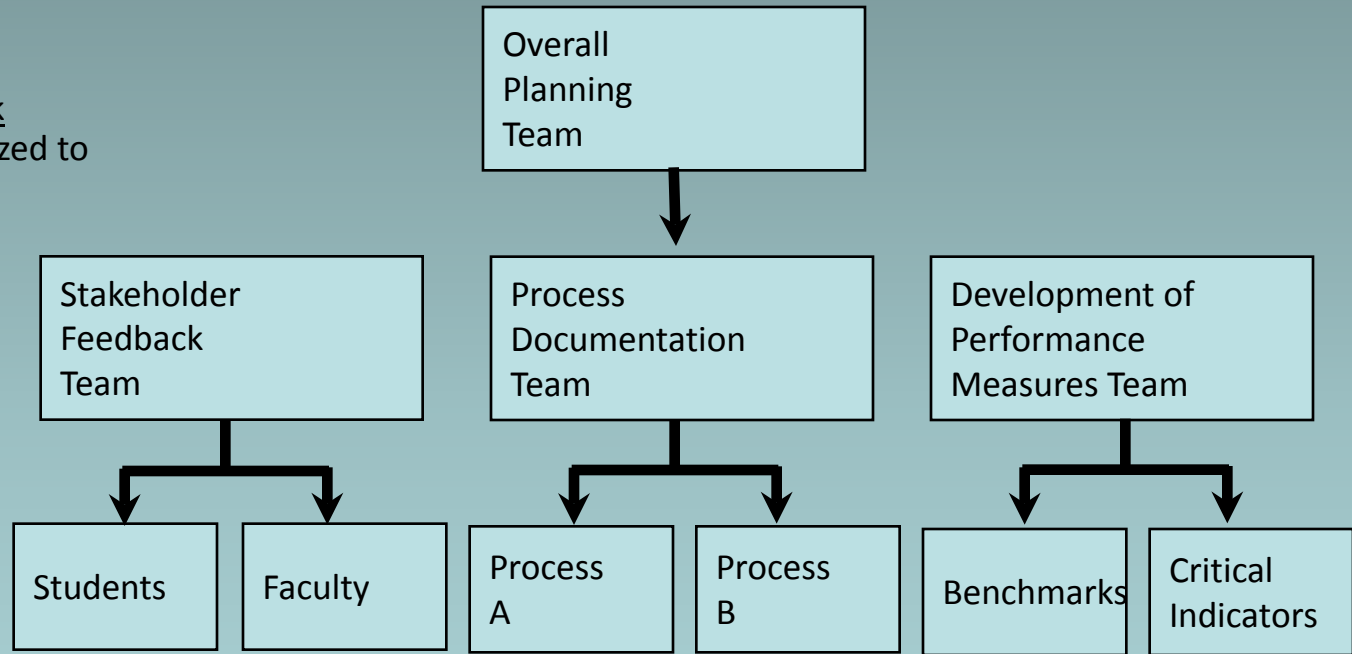
- Monitor progress on action plans and goals

Project-Planning Phases: An Example

Phase II

Distributing the Work

Sub teams are organized to undertake projects.



Phase III

Refinement of Work

Subteams are created, where appropriate, for refinement and a deeper look into particular areas.

Teams keep others in the department informed of work and report back up to larger group.

Advantages:

- Capitalizes on expertise at various levels of the organization.
- Results in involving many people, not just core team.
- Enhances understanding and “buy-in.”
- Small teams facilitate easy scheduling.
- Each team contains a member of planning group to provide continuity and inclusion of work in final outcome.

Sample Project-Planning Template

Sponsor(s):	Project leader:
Project description:	
Action steps:	Project members:
Funding considerations:	
Communication considerations:	
Deliverables:	
Time frame:	
Project effectiveness measure(s):	

Retirement Choice Outreach

Multi Media Strategy -

Flexibility to Revise and Extend Outreach

Email

- Announcement Emails to Leadership and Support Staff
- Series of Reminder Emails (Extended Outreach)

Online

- My Choices Website
- Retirement Choice Tool
- Benefits FastFacts
- HR NewsWire Articles
- Retirement Choice FAQ's
- Article in The JHU Gazette

Mail

- Announcement Letter and FAQ's
- Retirement Choice Decision Guide
- Confirmation Statements

Presentations to the Community

- Financial Education Seminars
- Retirement Choice Town Hall
- Retirement Fairs
- Making the Right Choice (Extended Outreach)

In person

- HR Training Sessions
- One-on-one Counseling Sessions with Financial Vendors
- Computer Sessions with Benefits Reps (Extended Outreach)

Surveys

- Retirement Choice Tool Survey
- Town Hall Survey

JUST IN TIME FOR RECESSION: NEW APPROACHES IN DEMAND

- Put new approaches to work via Strategic Workforce Analysis and Transition Teams (SWATT)
- Pulled together the cream of HR University-wide to form cross functional teams to help leaders make good, strategic decisions given budget cuts

NEW APPROACHES IN DEMAND (CONT'D)

- Created a Centralized Re-employment Unit Whose Purpose is to:
 - Identify key talent negatively impacted by cuts
 - Identify other opportunities within the organization for key talent
 - Keep key talent interested in JHU and demonstrate their value to the University

***LIMIT THE TALENT DRAIN THAT OFTEN OCCURS
WITH BUDGET CUTS***

SUMMARY: THE IMPACT OF A TALENT MANAGEMENT AND ENGAGEMENT AGENDA

- Ensures both core capabilities and key challenges are clearly understood
- Engages leaders in rich discussions about the people capabilities they need to support the organization
- Helps to align HR's action plans with organization's people priorities
- Ensures the commitment of the senior leadership and frontline managers to the development of a strategic people agenda.