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.

- Stakeholder Feedback Team
- Process Documentation Team
- Development of Performance Measures Team

Phase III
Refinement of Work
Subteams are created, where appropriate, for refinement and a deeper look into particular areas.

- Students
- Faculty
- Process A
- Process B
- Benchmarks
- Critical Indicators

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

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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.