What have we been up to?
**Background**

**Phase 1**
- In late 2013 and early 2014, an external consultant gathered feedback from HR staff and management to identify what was working and not working within HR.
- Themes included:
  - HR needs to be at the forefront of strategic initiatives.
  - Desire for inclusive environment that supports collaboration and efficiency.
  - Necessity for better and more consistent communication.
  - Need for more opportunities for staff development.
- Results were shared with HR leadership and used to inform a new HR leadership structure announced by Charlene Moore Hayes in mid-June.

*Note: For descriptions of Groups A and B, see later pages.*
Phases 2 and 3 (began in July 2014)

- HRLT collaborated with an external consultant to identify ways to maximize HR’s effectiveness
- Input will be sought from internal and external stakeholders
- HR processes, structure, and tools will be evaluated and then redesigned for improvement
- HR talent will be assessed to ensure alignment with the new structure/processes

* Group A includes: School of Medicine, Administrative Services, Employment & Recruitment, Employee Relations (including Mediations & Appeals), Matrix HR, Strategic HR Communications, TMOD

**Group B includes: Labor Relations, HRIS, HR Services (Academic Centers, UA and SAIS), Compensation, International HR, Compliance
Key Stakeholders

*President, Executives, Provost, Deans, Vice Presidents

**Office of OIE, Finance, Legal, etc.
Phase 2 Project Objectives

- Use input from internal and external stakeholders to identify areas that need attention/improvement and potential solutions to address
- Create a detailed plan that recommends changes to process, structure/personnel, tools, and culture within the various HR functions and enables a comprehensive approach to HR practice
- Ensure alignment of critical external stakeholders to recommendations
- Facilitate a process to review HR talent and ensure appropriate talent alignment to the new work processes and structures
## Process Overview - Phases 2 and 3

<table>
<thead>
<tr>
<th>Process Step</th>
<th>Overview</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>External Stakeholder Input</strong></td>
<td>HRLT members will select people who are impacted by this functional area to provide feedback and recommend ideas for improvement. Feedback will be collected via interview, focus group and/or survey.</td>
</tr>
<tr>
<td><strong>HR Working Groups Input</strong></td>
<td>For each assigned functional area, selected members of the HR community participate in facilitated working group sessions. They will use the stakeholder feedback, researched best practice and their own knowledge of the function to identify areas for improvement and recommend solutions.</td>
</tr>
<tr>
<td><strong>Functional Owner(s) Validation</strong></td>
<td>HR Working Groups share their proposed solutions with Functional Owners for validation. Feedback from functional owners will inform recommendations for change.</td>
</tr>
<tr>
<td><strong>HRLT Validation</strong></td>
<td>Summary of all the functional area validations are presented to the HRLT for discussion in context of larger HR functional needs/priorities and strategy. Final structures and process changes are approved.</td>
</tr>
<tr>
<td><strong>Stakeholder Validation</strong></td>
<td>Selected group of stakeholders are invited to a validation session to review proposed changes to process and structure, as well as proposal to keep them engaged with HR to provide on-going feedback.</td>
</tr>
<tr>
<td><strong>Talent Assessment</strong></td>
<td>HR leadership will participate in facilitated assessments of current HR talent to review current talent skills/competencies with new roles in the new structure.</td>
</tr>
<tr>
<td><strong>Communication with HR</strong></td>
<td>High level communication of structure and process changes are shared with larger HR community, individual conversations with employees impacted by role and/or management change.</td>
</tr>
</tbody>
</table>
Process for HR to Indicate Interest in Participating

• Review list of opportunities for participation in a Stakeholder or Working Group and determine where you could potentially positively contribute to the project
• Talk with your Manager about your interest in participating
• Use the survey monkey form on the HR Community page to indicate what groups you want to participate in
• HRLT reviews and evaluates requests based upon experience, skill set, and demonstrated commitment to this change
• A kick-off meeting will be held for HR participants in Stakeholder and Working Groups
Key Project Milestones

- HR Forum to Announce Leadership Changes and Functional Restructure: June 2014
- Scoping of Phase II Work: July and August 2014
- Selection of Consultant: August 2014
- Refining Process and Project Planning: September 2014
- HR Forum: October 2014
Key Project Milestones  (cont.)

• Employment survey launch: **Late October 2014**
• Working group membership identification: **November 2014**
• Group A*
  – Stakeholder interviews/group meetings: **November 2014**
  – Working group sessions and HR survey: **December 2014**
  – HRLT Validation: **January 2015**
  – HR stakeholder validation: **January 2015**
Key Project Milestones (cont.)

- Group B**
  - Stakeholder group meetings: **January 2015**
  - Working group sessions and HR survey: **February 2015**
  - HRLT validation: **March 2015**
  - HR stakeholder validation: **March 2015**
- HR talent assessment: **Ongoing 2015**
# Groups A and B

| Group A                                                        | Group B                                                        |
|                                                               |                                                               |
| School of Medicine                                             | Labor Relations                                               |
| Administrative Services                                        | HRIS                                                          |
| Employment & Recruitment                                       | Compensation                                                  |
| Employee Relations (including Mediations & Appeals)            | International HR                                              |
| Matrix HR                                                      | HR Services (Academic Centers, UA and SAIS)                   |
| Strategic HR Communications                                    | Compliance                                                   |
| TMOD and Learning Solutions                                    |                                                               |
Talent Assessment

• **What does this mean?**
  o We are looking at structure, process, and people to ensure we are aligned to deliver world class HR services to the JHU community

• **Why do we need to do this now?**
  o Changes in leadership and strategic initiatives require a higher level of accountability and standards at JHU
  o We need to better meet the needs of the JHU community

• **How will we do this?**
  o We will continue to evaluate our current talent against new roles that might emerge from our work and will look to fill those new roles with existing talent who possess the required skills and competencies
Communication Objectives

• Inform university leadership and HR’s customers of this project and let them know how they could be involved

• Gather honest feedback from all stakeholder groups

• Involve and engage all members of the HR staff in the HR effectiveness activities

• Provide regular progress updates to the HR community and leadership (as needed)
Key Messages

What are we doing?

- A thorough evaluation of HR’s functional structure, processes, and tools to ensure that the university’s HR function delivers world class HR services to the JHU community

- The process includes:
  - Benchmarking
  - Feedback from internal/external stakeholders
  - Evaluation and redesign of HR processes, structure, and tools
  - Talent assessment (to ensure the right people are doing the things)
Key Media

- Announcement
  - Emails and FAQs for Leaders and HR
  - HR Community webpage for housing project information at launch and ongoing

- Ongoing
  - Emails for Leaders and HR as needed
  - Regular updates to HR Community webpage
  - HR Forum updates
What Does this Mean for Me?

• We want to hear from you—to get your insights into how we’re doing and how we can improve

• You’ll have an opportunity to provide feedback either through a stakeholder interview, by participating in a working team, or by submitting your improvement ideas via a simple, online survey