



# Human Resources 2015 Annual Report



## Contents

Executive Summary.....	2
Focusing on Employee Engagement.....	3-10
Human Resources Dashboard .....	11-12
Benefit Plan Performance .....	13-14
A Look Ahead.....	15
Conclusion .....	16
Appendix .....	17

## Human Resources Team



Front row, left to right: *Lori Sprague, Assistant Director; Alex Teodosio, Assistant Vice President; Candace Pluhar, Human Resources Associate*

Back row, left to right: *Ryan Armsworthy, Associate Director; Leslie Beck, Human Resources Coordinator*

## Executive Summary

The Human Resources Department is committed to working with the University community in attracting and retaining a top-talented and diverse workforce. To achieve these objectives, the Department provides a full-range of support services, programs and resources in the areas of employee benefits, compensation, compliance, employee relations, recognition, talent management and training.

### Human Resources Mission Statement

*The Human Resources Department is committed to partnering with the University community in attracting and retaining a top-talented and diverse workforce. Our team is passionate about promoting and maintaining a culture of employee engagement and inclusiveness where work is meaningful, employees are valued and collaboration is celebrated.*

*Human Resources aspires to earn the respect and trust of all employees by providing exemplary service. Our staff embraces a team approach to the strategic delivery of services that support our students and employees in carrying forward the University's mission to "inspire individuals to excel in learning, leadership and service in the region and the world."*

Human Resources also launched a number of strategic employee engagement initiatives that began in April 2015. Many of these initiatives are focused on improving employee engagement and in-turn, the "student experience" at John Carroll University.

The foundation for the 2015 Human Resources engagement initiatives discussed in this report were developed through multiple focus groups, engagement surveys, exit interviews and from close collaboration with divisional leaders. The results of this direct feedback led to the following four primary areas of transformation:

1. Position Human Resources to support senior leadership in executing University priorities and strategies;
2. Improve HR systems and processes to enhance operational effectiveness, efficiency and employee satisfaction;
3. Improve employee engagement through increased responsiveness, transparent communications and recognition of employees for demonstrating organizational values; and
4. Leverage expertise, build capacity and solidify commitment through training and professional development opportunities that supports diversity, inclusion and the strategic alignment of resources.

A detailed Human Resources evidenced-based dashboard has been established to measure the impact these initiatives have on the workforce and to proactively position the University to be an employer of choice.



## Focusing on Employee Engagement

The Human Resources team is passionate about promoting a culture of employee engagement where work is meaningful, employees are valued and teamwork is celebrated. The following is a summary of the major 2015 Human Resources employee engagement initiatives.

## 2015 Employee Engagement Initiatives

### April

#### Silver Circle Recognition

This program recognizes JCU employees with 25 years of service. The Silver Circle event includes Mass, a catered dinner and an awards ceremony hosted by Human Resources. Prior inductees and retirees are invited to this event each year. In 2015, nine employees were inducted into the Silver Circle. Since 1959, 194 faculty and staff have been recognized for 25 years or more of service to John Carroll University.



2015 Silver Circle Celebration: Thomas Reilley, Martina Fronczek, Matthew Verleny

#### Administrative Professionals Recognition Event

Human Resources organized the first Administrative Professionals recognition breakfast. This event was co-sponsored by the newly established Staff Council and attended by 98 participants. The breakfast honored each Administrative Professional for the many hours of work devoted to John Carroll University, often behind the scenes. A 1.5 hour presentation was created and delivered by Human Resources entitled, "Honoring Administrative Professionals." Lessons learned from Administrative Professionals were shared and celebrated throughout the presentation. John Carroll University wants to ensure the hard work of Administrative Professionals does not go unnoticed and that all Administrative Professionals know they are sincerely appreciated.

#### New Exit Interview Process

A new exit interview process and evaluation tool was designed and implemented in April. Under this process a representative from Human Resources meets in person with any employee who separates from the University regardless of the reason. The data is then collected and analyzed for common themes. 34 exit interviews were conducted in 2015. A summary of results will be shared with the senior leadership team on a semi-annual basis.

## May

### **New Employee Orientation Program**

A New Employee Orientation Program was started in May and was attended by 31 employees. The program is centered on orienting new staff to John Carroll University's history, mission, commitment to diversity and the "the student experience." The program was offered twice a year. The "student experience" is a unique section of the program that ties the employee's position to student satisfaction of their experience at John Carroll. In addition, there is a very important segment on sexual harassment prevention as well as updates from Staff Council, Information Technologies and Human Resources.

## June

### **Redesigned Human Resources Webpage**

The Human Resources webpage was updated and redesigned in June. There was a need for reorganization of the site in order to provide a greater experience for users, both internal to JCU as well as external job seekers. In addition to reorganizing the information, the overall look was updated and a calendar of events was added. Continuous updates are made to the website to capture all Human Resources training programs, policy revisions and other important initiatives.

### **Best Benefits Club**

All current JCU employees enjoy access and free membership to Best Benefits Club. This program offers several discounts on entertainment, products, services and sporting events in Ohio and throughout the United States. A few examples include discount tickets to restaurants, movie theaters, water and amusement parks, hotels, museums, zoos, pet care products, special events and much more! For sports enthusiasts there are discounts available to Cleveland Cavaliers, Cleveland Indians, Lake Erie Monsters and other sport venues.

## July



### **Supervisory Training Series**

Human Resources developed and delivered a comprehensive Supervisory Training Series that began in July. The training programs were in direct response to feedback received from focus groups and a survey sent to 117 supervisors in April. 53 supervisors responded to the survey resulting in a 45% response rate. These professional development opportunities consisted of 11 courses designed to help supervisors learn and develop essential leadership skills. The courses offered in this program were created to focus on areas of interpersonal competencies, compliance, employee engagement and performance management.



## 2015 Supervisory Training

The following 11 supervisory training programs were offered in 2015. The summary below does not include non-supervisory training programs, orientations, employee benefit educational programs and customized training presentations:

- ✚ **Understanding the Performance Evaluation Process** (1.5 hours)
  - 5 sessions, 47 participants
- ✚ **Addressing Employee Performance Issues with Positive Corrective Action** (2 hours)
  - 4 sessions, 34 participants
- ✚ **A Supervisor's Guide to Utilizing the Employee Assistance Program (EAP)** (1.5 hours)
  - 2 sessions, 18 participants
- ✚ **Understanding Diversity & Inclusion from a Supervisor's perspective** (2 hours)
  - 1 session, 50 participants
- ✚ **The Hiring Managers Role in utilizing PeopleAdmin Applicant Tracking System** (1.5 hours)
  - 1 session, 17 participants
- ✚ **Prevention of Sexual Harassment and other forms of Discrimination** (1.5 hours)
  - 5 sessions, 105 participants
- ✚ **A Supervisor's Guide to Understanding FMLA and ADA** (1.5 hours)
  - 1 session, 27 participants
- ✚ **The New University-Wide Integrated Employee Recognition Program** (1.5 hours)
  - 3 sessions, 147 participants
- ✚ **Wage & Hour Issues in the Workplace: *Understanding the FLSA*** (2 hours)
  - 3 sessions, 82 participants
- ✚ **Understanding the Numbers: The JCU Budgetary Process** (1.5 hours)
  - 1 session, 58 participants
- ✚ **Reviewing and Approving Time in Banner Web-Time Entry** (2 hours)
  - 1 session, 12 participants



### BenefitsU Educational Series

Human Resources designed a comprehensive Fall Benefits Educational Series for JCU employees called “BenefitsU.” This program was rolled out in June and held again in September. Going forward, there will be three sessions annually: Summer, Fall and Winter, to correspond with the University’s semesters.

The sessions are made up of several mini-seminars intended to help employees learn about the benefits available and assist them in making the best choices for themselves and their families. The following seminars were held in the Fall 2015 semester:

- ✚ **Ohio Educational Credit Union: ID Protection** (1 hour): Representatives from The Ohio Educational Credit Union share information regarding current trends, risks and vulnerabilities with respect to identify theft. Employees also learn ways to protect themselves. 11 employees attended this training.
- ✚ **TIAA-CREF Estate Planning Workshop** (1 hour): This seminar focused on helping employees improve their overall financial well-being by creating an estate plan. A representative from TIAA-CREF helped employees think through important lifetime planning issues and estate planning techniques. 28 employees participated in this workshop.
- ✚ **Your Medical Benefits** (1 hour): Representatives from the Human Resources Department presented the details of John Carroll University’s medical benefit options. This session helped prepare employees to make informed decisions during the open enrollment period. 54 employees attended this seminar.
- ✚ **Cigna Dental Presentation** (1 hour): A representative from Cigna Dental presented the details of John Carroll HMO and PPO dental benefit options. This session prepared employees to make the best decision for them and their dependents. 26 employees attended this program.
- ✚ **Medicare & You** (1 hour): The Ohio Department of Insurance (OSHIIP) was on campus to explain Medicare eligibility provisions and how employees apply. Representatives also discussed the benefits included with Medicare. 17 employees were in attendance.

## August

### Campus Colleague Program

The Campus Colleague Program matches an existing employee who has at least one year of service at John Carroll University with a new employee for a period of 3 months. Assigning a colleague to a new employee provides them with a valuable resource, aids in early engagement, and helps affirm their decision to join the University. 28 employees registered to serve as Campus Colleagues in 2015. The goals of the program are two-fold:

- To welcome new employees and provide them with a point of contact for general inquiries regarding day-to-day aspects of working at the University; and
- To help new employees assimilate to the culture at John Carroll University and reduce uncertainty that comes along with a new job.

### Administrative Professionals Forum

The Administrative Professionals Forum is a professional development and networking roundtable intentionally designed for non-supervisory employees. The August meeting was the first in an ongoing series that focused on the needs of non-supervisory administrative professional staff. The forums also serves as a great opportunity for Administrative Professionals to network with others and leverage experiences within the JCU community.

A second forum was held in December 2015 where an engaging organizational change presentation was delivered. A total of 94 employees participated in this networking forum in 2015. Additional forums are schedule for March and June and December of 2016.

### JCU Employee Appreciation Night

Fifty employees participated in a John Carroll University employee appreciation night at the Cleveland game on Saturday, August 29. Award-winning postgame fireworks took place immediately following the game. This event was co-sponsored by Staff Council. It was very well received and several employees asked for future employee appreciation events.



## September



### Campus-Wide Employee Recognition Program

Every employee at John Carroll University contributes to the student experience. Employees who share our organizational values and provide exceptional student service deserve recognition. An easy-to-use online recognition program called “the Carroll STAR” was created. It is one of the many recognition programs that supports the University’s ongoing goal of being a great place to work.

John Carroll University leaders have been trained with respect to their role in engaging employees who report to them. Non-supervisory employees were also be trained to use the program in October. This program will help build a recognition and performance culture that drives the University’s mission and values.

All John Carroll employees are eligible to receive recognition through the Carroll STAR program. Employees will identify and recognize outstanding behaviors and performance that support the following John Carroll University values:

- Outstanding Teamwork & Collaboration
- Enhancing the Student Experience
- Striving for Excellence
- Promoting an Inclusive Community
- Leadership Excellence
- Demonstrating Service in Solidarity
- Innovative Solutions & Creativity

105 recognitions were recognized by employees for exhibiting one of the seven University values through the Carroll STAR program from November 1<sup>st</sup> through December 31. Employees are also recognized on their birthday and their service anniversary.

## October

### PeopleAdmin Applicant Tracking System

PeopleAdmin is a web-based solution that automates the hiring process by reducing manual activities associated with the recruiting process. This applicant tracking system is scheduled to go live in January, 2016. However, program testing and hiring manager training was completed in October. PeopleAdmin will increase efficiencies and provide for a more thorough applicant review process. It will also broaden the University’s pool of diverse and qualified candidates. PeopleAdmin is the applicant tracking system choice at fifteen other Jesuit Institutions.

## Benefits Fair

The Annual Benefits Fair invites various vendors to campus to answer employee questions and provide materials about their services. The information is intended to help employees make informed decisions during the upcoming open enrollment period. As in the past, the University provided flu shots and wellness screenings at no cost for employees.

There was also a raffle as an incentive for employees to visit with each vendor. The 2015 Benefits Fair participants include: Medical Mutual, FlexSave, Cigna Dental, Optum Rx, HealthSpan, Unum Life and Disability Insurance, TIAA-CREF, Liberty Mutual, Ohio Educational Credit Union, RTA Commuter Advantage, Howard Hanna, IMPACT Solutions EAP, Best Benefits Club and Aramark. Over 150 employees attended the Benefits Fair.

## Second Offering of the New Employee Orientation Program

The second offering of the new employee orientation program took place on October 15. Based on feedback received from the initial program in May, there were several program revisions. President Niehoff welcomed employees and there was an enhanced Human Resources segment. A few sessions were rearranged and timed differently based on participant suggestions. 12 new employees attended this orientation. The program concluded with a student-lead walking tour of campus.

## November

### Improved Open Enrollment Process

Employees completed open enrollment for the 2016 calendar year through Qualtrics, a web based software survey tool that replaced a previously used, less sophisticated survey tool. Each employee received their own link to the survey which allowed employee biographical information to be pre-populated.

The implementation of the Qualtrics Open Enrollment System helped eliminate errors by the employee and improved human resources auditing capabilities. This open enrollment system accurately guided each employee through the program in an easy to understand process.

## December

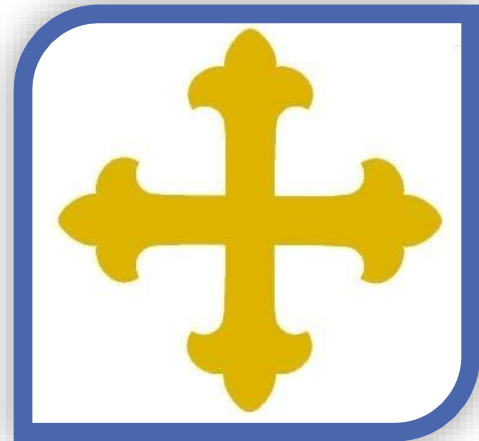
### Employee Handbook Updates

The Human Resources Policy Review Committee consists of six representatives and was established to review, make recommendations, and approve human resource policies. The Committee meets every other week to review existing and newly created policies. Necessary revisions are made to each policy based on regulatory, legal, engagement and best practices criteria. These revisions are also reviewed by the Office of Legal Affairs.

Once the Committee reviews policy and recommends adopting changes, the final proposed policy version is circulated for campus-wide input through the Human Resources webpage. After the review period, the Committee revisits the policy along with any recommended changes for a final time. The Committee then votes regarding adoption of the final policy. The majority of members must be in agreement to approve the policy before it is adopted. If approved, the policy is assigned a policy number, communicated to all stakeholders and uploaded to the Human Resources website. In 2015, 11 policies have been reviewed by the Committee and 5 have been approved.

## Human Resources Dashboard

In June, Human Resources began tracking workforce metrics to identify trends over time and conduct evidence-based analysis with comparative benchmarks. The metrics include 42 indicators tracked in nine quality categories to determine the effectiveness of various human resources programming and initiatives.



The Quality Categories are:

- Attendance
- Diversity
- Employment Activity
- Employee Benefits
- Employee Relations
- Employee Engagement
- Organizational Demographics
- Separations
- Training

The new metrics were identified and rolled-out in June. Although it is too early to identify specific trends, the data is collected and reviewed on a monthly basis by the Human Resources staff. A few of the 42 indicators tracked include: demographic hire rates, total vacancies, voluntary and involuntary turnover rates, sick hours used, mission leave hours used, health plan cost as a percentage of payroll, health plan cost per member per month, EAP utilization and training participation.

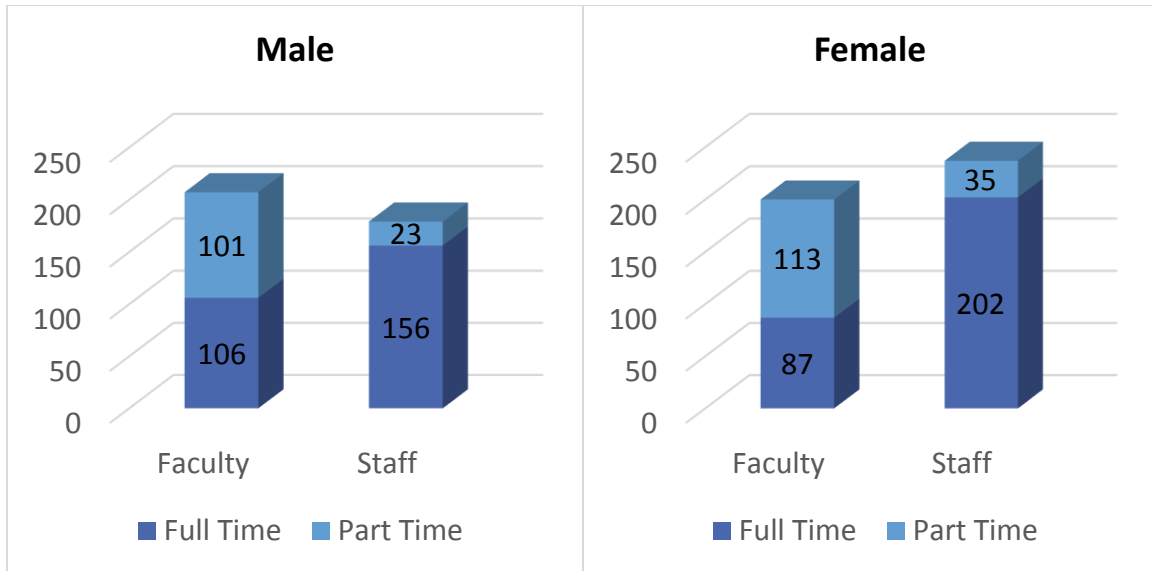
Human Resources will continue to track key performance indicators over time to align metrics with the strategic goals the University. Trend analysis and benchmark comparisons of this data will provide a tool for insightful decision making that will enable Human Resources to identify opportunities and make well-informed, evidence-based decisions to support the University's strategic plan.

## 2015 Employment Activity

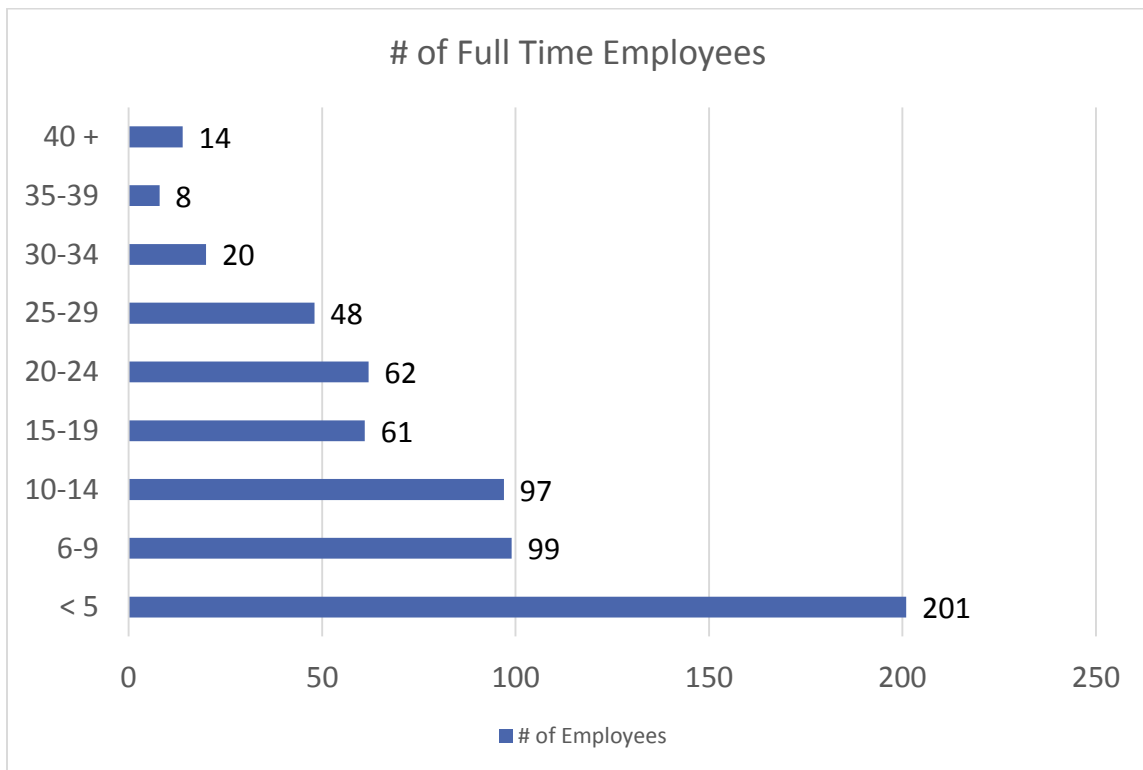
In 2015, Human Resources posted 64 positions and filled 54.5 positions. There were 9.5 positions vacant at the end of 2015. The Department received and processed 2,696 applications. In addition, to the regular full and part-time hires, Human Resources also processed over 200 student summer employment applications and 21 temporary employees.

Charted below are the total number of faculty and staff employees broken down by gender and employment status. Employees by years of service are also identified.

**Figure 1: Total Number of Employees by Gender: 12/31/2015.**



**Figure 2: Employees by Years of Service: 12/31/2015**



\*Figure 2 does not include part-time employees.

## Benefit Plan Performance

Human Resources carefully evaluated all employee benefit plans and made a few significant changes. Some of these efforts resulted in lowering administrative expenses and member costs while actually enhancing the plan features. In addition to reviewing traditional benefits, Human Resources also reached an agreement with Impact Solutions to serve as the new Employee Assistance Plan provider. At the time of this report, data has already indicated that faculty and staff are utilizing the new EAP plan 12% more than the previous EAP provider.



### Cigna Dental PPO

Human Resources fielded several concerns from employees regarding the value of the Cigna PPO Dental Insurance Plan. In particular, there was much displeasure expressed with the per-member cost and the amount of coverage available. In response, the Human Resources team studied market comparison data from various other regional universities and advocated for cost reductions as well as major plan enhancements on behalf of John Carroll employees.

After several discussions with Cigna Dental, the University reached a new agreement with respect to the PPO dental plan. This agreement included the following favorable plan revisions effective July 1, 2015 and guaranteed through 2016:

- The cost of the Cigna PPO dental insurance decreased by 15% per member;
- The waiting period for all major services including orthodontia has been eliminated;



- Members are permitted to add dependents up to their 26<sup>th</sup> birthday regardless of student-status. (Previously, eligible dependents had to be a full-time student and were only covered up to age 23). As a result of the new plan changes, any dependent age 25 or under was permitted to be added effective July 1, 2015;
- The out-of-network coverage has been enhanced for plan participants.

### Medical Mutual of Ohio (PPO and HDHP Plans) and HealthSpan (HMO plan)

After calendar year 2014, this self-funded medical plan experienced a significant drop in actual cost versus the previous year's payments. The performance has been trending towards a return to an overall increase in claims cost for 2015.

HealthSpan, formerly Kaiser Permanente, is the University HMO plan offering. There are approximately 70 members in this plan. The enrollment trends have stayed steady for 2015. However, on December 11, 2015, HealthSpan announced the organization's medical group, HealthSpan Physicians, would exit direct care delivery and dissolve their medical group effective March 31, 2016. HealthSpan representatives confirmed medical coverage for plan participants would not change through March 31, 2016.

Although HealthSpan representatives expressed optimism that it will be reconstituting its network of providers, they could not provide any guarantees with respect to where participants would be able to receive healthcare after March 31, 2016. HealthSpan also could not guarantee that any of their current physicians will remain "in-network" after March 31, 2016.

As a result of this uncertainty, Human Resources proactively permitted all HealthSpan participants to consider other medical plans offered by the University during a special open enrollment. This special enrollment period was held from December 16 through December 23, 2015. Human Resources also held a meeting for HealthSpan participants on December 18th to further discuss this announcement and to answer any questions regarding healthcare options.

### New Affordable Care Act Tax Reporting Requirements

The new reporting provisions of the Patient Protection and Affordable Care Act (ACA), require the University to file additional returns with the Internal Revenue Service (IRS) and furnish an annual statement to employees regarding health plan coverage information. This "shared responsibility" mandatory compliance reporting requirement begins in 2016 (for calendar year 2015) and will occur annually thereafter. Human Resources is working closely with the Finance Department and Information Technology Department to meet these need requirements.

## A Look Ahead

The staff of the Human Resources Department participated in team strategic planning sessions during the month of October to develop 2016 engagement initiatives. These strategic planning meetings resulted in the establishment of specific goals, objectives and engagement initiatives for 2016 (See Appendix).



In 2016, Human Resources will embark upon challenges that will prove to be opportunities for further employee engagement in the areas of compensation and benefits, wellness, performance management and employment. At the same time, the Department will maintain the training, recognition and efficiency improvements incorporated in 2015.

## New Initiatives for 2016



### Compensaton & Benefits

- Design a total rewards statement
- Review and revise compensation systems
- Improve FMLA tracking process
- Apply for NorthCoast99 recognition



### Well being Series

- Establish a well being training series
- Begin exploring a wellness incentive program for 2017



### Performance Mangement

- Revise performance review tool & evaluaton process
- Implement electronic performance review system
- Develop a comprehensise succession planning process and training program



### Employment Process

- Develop an employment process manual and training program
- Revise job descriptions
- Conduct FLSA audit
- Complete HRIS data audit

January 15, 2016

## Conclusion

Strategic Human Resource programs are built on collaboration with divisional and faculty leadership as well as partnering with Staff Council. The human resource function has the potential to act as the catalyst for maximizing the value that employees are able and willing to contribute.

One crucial way in which Human Resources is able to make a significant impact on the organization is by transforming from a traditional, transactional role to a strategic, value-added partner. Without question, in 2015, the Human Resources team strategically created several innovative solutions and services that were responsive to organizational needs and consistent with human resource best practices.

I am very proud of the Human Resources team and our accomplishments in 2015. I have every confidence the staff has the skills, abilities, professionalism, and more importantly the passion and vision necessary to address future challenges and explore new opportunities to further engage all John Carroll University employees.

Alex Teodosio  
Assistant Vice President, Human Resources



*“Teamwork is the ability to work together toward a common vision. The ability to direct individual accomplishments toward organizational objectives. It is the fuel that allows common people to attain uncommon results.”*

– Andrew Carnegie

Appendix: 2015 and 2016 Human Resources Engagement Initiatives

