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# Human Resources 2016 Annual Report



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### 2016 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

In 2016, the Human Resources Department continued to support the University's mission in myriad ways from collaboration on engagement initiatives to credible implementation of compliance-driven requirements. Continuing to actively practice our vision of "promoting an engaged workforce through communication, collaboration and credibility," the Human Resources Department produced strong service outcomes for the University.

### Human Resources Mission Statement

*The Human Resources Department is committed to partnering with the University community in attracting and retaining a top performing and diverse workforce. Our team is passionate about promoting and maintaining a culture of operational excellence, 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 that supports 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."*

Our service philosophy is guided by the goals and priorities of the University's Strategic Plan: Promise and Prominence. 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 professional development training programs.

We know our employees are key to providing an exemplary student experience. As a result, the Human Resources staff is committed to creating a high-performance, diverse and inclusive workforce. Equally important is consistently recognizing the skills and capabilities of our employees. This is why we provide regular learning and development opportunities, enabling staff to maintain and increase their skills and capability.

Human Resources also launched a number of strategic initiatives in 2016. Many of these initiatives are focused on employee engagement and performance management, and in-turn, the "student experience" at John Carroll University.

The foundation for the 2016 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 as an active participating and recognized strategic partner with all campus constituents to provide a human capital perspective in executing the priorities and objectives set out in the University's Strategic Plan;
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 University 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.

One crucial way in which Human Resources is able to make a significant impact on John Carroll is by transforming from a traditional, transactional role to a strategic, value-added partner. This philosophy is based on the belief that strategic human resource programs are built on collaboration with divisional and faculty leadership as well as partnering with Staff Council. In this way, the human resource function has the potential to act as the catalyst for maximizing the value that employees are able and willing to contribute.

Without question, in 2016 the Human Resources team strategically created several innovative solutions and services that were responsive to University needs and regulatory requirements that were consistent with human resource best practices. I am very proud of the Human Resources team and our accomplishments in 2016. I have every confidence the staff has the knowledge, skills, abilities, professionalism and, most importantly, the passion and vision necessary to address future challenges and explore new opportunities to further engage John Carroll University employees.

Sincerely,



Alex J. Teodosio

Assistant Vice President of Human Resources



## Focus on Employment, Performance Management and Compliance

The Human Resources team made the employment process, performance management and compliance with regulatory changes top priorities in 2016. Job descriptions were updated and specific training and programs were developed to emphasize the importance of making work meaningful where employees are valued and teamwork is celebrated.

To attract and retain a top performing and diverse workforce, a new Staff Employment Process Guide was developed and implemented. This Guide offers a comprehensive resource to hiring managers, supervisors and others associated with the employment process. The Guide was designed to answer questions that arise in the pre-employment selection process. It also provides basic guidance on the John Carroll University employment process including applicable federal and state laws and a sound process for employment screening and interviewing.

A representative from Human Resources assists hiring managers and search committees when they are considering hiring a new employee, including assistance in the following areas:

- Evaluating pre-hire needs
- Developing a compensation market analysis for the proposed position
- Creating an effective advertising and position marketing strategy
- Establishing access to the online PeopleAdmin Applicant Tracking System
- Designing an effective candidate evaluation strategy and process
- Ensuring adherence to University Policies and compliance with federal and state laws
- Benchmarking the position and conducting an internal equity analysis to determine the appropriate salary range and rate of pay
- Onboarding the new employee

In addition, for much of 2016, the Human Resources Department took numerous steps to diligently prepare for compliance with the new proposed Fair Labor Standards Act (FLSA) regulations. On May 18, 2016, the U.S. Department of Labor officially announced the approval of a significant change to the regulations governing the FLSA. Due to this rule change, it was estimated that 4.2 million U.S. workers who were currently classified as exempt (salaried) would need to be converted to non-exempt (hourly) status and become eligible for overtime pay.

Specifically, this new “overtime rule” increased the minimum salary to be considered an exempt (salaried) employee from \$455 to \$913 per week (or the equivalent of an increase in the annual exempt salary base from \$23,660 to \$47,476).

Exempt employees who would be affected by the rule change were identified and notified individually of the actions that would need to be taken in order to comply with the new law. The most impactful of these proposed actions included transitioning certain employees from exempt (salaried) to non-exempt (hourly) status, and for a smaller group of employees, reducing their annual work hours to less than 12 months. Each of these actions were to be made effective by December 1 in direct response to the increase in the FLSA minimum salary threshold that was to become effective on that date.

However, on Tuesday November 22, 2016, a federal judge in Texas issued a nationwide preliminary injunction halting implementation of the Department of Labor's ("DOL") regulatory change to the FLSA. The injunction came at the request of 21 states and approximately 50 organizations that, in two separate lawsuits, sued the DOL in response to the issuance of the new overtime regulation. The preliminary injunction meant that the new rule did not go into effect by December 1 as originally mandated.

Whether the new rule will eventually become effective is unclear and dependent on a complicated appeals process and other potential government actions. In the meantime, due to the issuance of the preliminary injunction, the current FLSA rules remained in effect, and the new minimum salary threshold was not implemented on December 1. As a result of the court decision placing the new rule on hold, all employee actions that had been contemplated in response to the proposed FLSA overtime rule have been placed on hold. In other words, employees who were scheduled to be moved from exempt to non-exempt status effective December 1 remained in their current exempt status. Similarly, contemplated actions involving FLSA-motivated changes in the number of hours or months to be worked per year as well as all scheduled salary adjustments were also placed on hold. Employees who were to be affected by any of these actions were contacted directly by Human Resources to "unwind" certain payroll elections that may have been made in anticipation of the move to a bi-weekly pay.

The following is a summary of the major 2016 Human Resources strategic initiatives.

## 2017 HR Strategic Initiatives



### 57<sup>th</sup> Annual Silver Circle Recognition

This program recognizes employees with twenty-five years of service and provides an opportunity to formally thank faculty and staff for their contributions, dedication and commitment to the John Carroll community. The Silver Circle event includes Mass followed by a catered sit-down dinner and an awards ceremony hosted by Human Resources.

Prior inductees and retirees are invited to this event each year. In 2016, nine employees were inducted into the Silver Circle and since 1959, 199 faculty and staff have been recognized for 25 years or more of service to John Carroll University.



2016 Silver Circle Celebration



### Campus-Wide Employee Recognition Program

Every employee at John Carroll University contributes to the student experience. Employees who share our University 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 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 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

415 recognitions were received by employees for exhibiting one of the seven University values through the Carroll STAR program in 2016. Employees are also recognized on their birthday and their years of service anniversary.

### **Administrative Professionals Day Recognition Event**

Human Resources organized the second annual Administrative Professionals recognition breakfast. This event was co-sponsored by Staff Council and attended by 45 participants. The breakfast honored each Administrative Professional for the many hours of work devoted to John Carroll University, often behind the scenes. A presentation on work life balance was delivered by Pat Schultz from Impact Solutions. John Carroll University wants to ensure the hard work of Administrative Professionals does not go unnoticed and that they are sincerely appreciated.



### **Employee Orientation Program**

The Human Resources Department along with key presenters at the program, decided together to rename the event from “New Staff Orientation” to “Deepening Our Engagement: A Gathering for New Staff”. The program is held twice per year and is centered on engaging new staff in John Carroll University’s mission, history, and commitment to diversity and the “the student experience.” The “student experience” is a unique section of the program that ties the employee’s position to student satisfaction and their experience at John Carroll. In addition, there is a brief segment presented by our Title IX Coordinator as well as updates from Human Resources. The 2016 programs were held on April 29<sup>th</sup> with 12 attendees and on October 14<sup>th</sup> with 10 attendees.

### **HR Employee Training Series**

The Department of Human Resources offered learning opportunities to employees at all levels emphasizing leadership, high performance, customer service and strategic thinking. As part of this collection of seminars, Human Resources leveraged institutional expertise to develop and deliver a comprehensive Employee Training Series that began in January.





A variety of training programs were offered in 2016 including classes that supported and focused directly on enhancing the University's core competencies. Specialized training programs were also developed for departments and units upon request.

It is important to note that the HR Training Series was developed in direct response to feedback received from focus groups and a survey sent to 117 supervisors in April, 2015. In 2016, professional development opportunities consisted of 19 courses and a total of 29 training sessions designed to help employees 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.

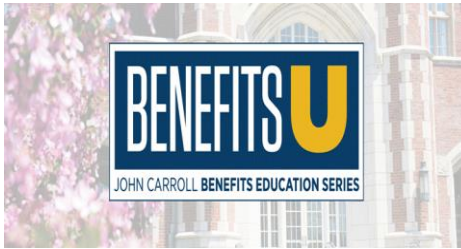
## 2016 Employee Training Programs

The following employee training programs were offered in 2016. 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)
  - 4 sessions, 166 participants
- ✚ **Addressing Employee Performance Issues with Positive Corrective Action** (2 hours)
  - 2 sessions, 14 participants
- ✚ **A Supervisor's Guide to Utilizing the Employee Assistance Program (EAP)** (1.5 hours)
  - 2 sessions, 15 participants
- ✚ **Understanding Diversity & Inclusion from a Supervisor's perspective** (2 hours)
  - 2 sessions, 30 participants
- ✚ **Prevention of Sexual Harassment and other forms of Discrimination** (1.5 hours)
  - 2 sessions, 38 participants
- ✚ **A Supervisor's Guide to Understanding FMLA and ADA** (1.5 hours)
  - 1 session, 5 participants
- ✚ **University-Wide Integrated Employee Recognition Program** (1.5 hours)
  - 1 sessions, 8 participants

**2016 Employee Training Program Continued**

- ✚ **Wage & Hour Issues in the Workplace: *Understanding the FLSA*** (2 hours)
  - 5 sessions, 152 participants
  
- ✚ **Reviewing and Approving Time in Banner Web-Time Entry** (2 hours)
  - 1 session, 7 participants
  
- ✚ **Administrative Professionals Forum** (1.5 hours)
  - 3 sessions, 118 participants
  
- ✚ **Current Legal Updates for Supervisors** (1.5 hours)
  - 1 session, 17 participants
  
- ✚ **The Power of Employee Engagement** (1.5 hours)
  - 1 session, 15 participants
  
- ✚ **Immunity to Change** (2 hours)
  - 2 sessions, 27 participants
  
- ✚ **Integrative Core Curriculum** (1.5 hours)
  - 1 session, 67 participants
  
- ✚ **Millennials** (1.5 hours)
  - 1 session, 13 participants
  
- ✚ **Student Summer Hire Process** (1 hour)
  - 1 session, 36 participants
  
- ✚ **Thinking Visually** (1.5 hours)
  - 2 sessions, 37 participants
  
- ✚ **Mental Health First Aid Training** (8 hours)
  - 2 sessions, 12 participants
  
- ✚ **A Guide to Computer and Security Data** (1.5 hours)
  - 2 sessions, 31 participants



## **BenefitsU: Benefits Educational Series**

In 2016, the Human Resources Department continued BenefitsU sessions for its employees.

The program follows the university semesters and offers several programs per session. The following programs were held in 2016:

### **Spring 2016 Semester**

- ✚ **Feb. 9<sup>th</sup> - Social Security Presentation** (1 hour): A representative from the Social Security Administration discussed the basics of Social Security retirement, spousal, survivor and Medicare benefits. 28 employees attended this training.
- ✚ **Mar. 3<sup>rd</sup> - Ohio ECU: Mortgage Presentation** (1 hour): Representatives from the Ohio Educational Credit Union (Ohio ECU) offered information about buying and selling and what to expect from the mortgage industry in 2016. 6 employees attended.
- ✚ **Mar. 15<sup>th</sup> – TIAA - The Starting Line – Why & How Retirement Savings Should Begin NOW!** (1 hour): TIAA workshop leaders presented ideas on how to get ahead of your retirement saving with some tools and advice you can use right now. 8 employees attended this seminar.
- ✚ **Apr. 7<sup>th</sup> - Understanding the Employee Tuition Waiver & Tuition Exchange Process** (1 hour): Claudia Wenzel, Assistant Vice President for Enrollment & Financial Services, and Steve Vitatoe, Assistant VP of Undergraduate Admission, along with representatives from the HR department outlined who is eligible and what employees need to do to take advantage of the tuition benefit here at JCU. Also presented was an overview of the three tuition exchange programs in which the University participates and an outline of the process for taking advantage of these. 26 employees attended this program.
- ✚ **April 20 – Liberty Mutual: Auto & Home 101 Brown Bag Lunch-n-Learn** (1 hour): A representative from Liberty Mutual presented information about auto and home life insurance coverages as well as a step by step on how to read existing policies. Employees were welcome to bring their lunch to the presentation. 2 employees were in attendance.

### **Summer 2016 Semester**

- ✚ **Jul. 28<sup>th</sup> – Liberty Mutual Ice Cream Social** (1 hour): A representative from Liberty Mutual offered ice cream to individuals as they inquired about the program. Quote sheets were provided ahead of time and were available to fill out on the spot. Approximately 30 employees stopped by the table for information and ice cream.

- ✚ **Aug. 19<sup>th</sup> – Understanding the High Deductible Health Plan** (1 hour): Representatives from Human Resources presented the details of the Medical Mutual High Deductible Health Plan offering. 4 employees attended.

### Fall 2016 Semester

- ✚ **Oct. 25<sup>th</sup> – Understanding Your Medical Benefit Plan Options** (1 hour): A representative from the Human Resources Department reviewed the Medical Plan options that were available during the open enrollment period. This session was designed to help employees make an educated decision about which plan best fits his/her situation. There were 39 attendees.
- ✚ **Oct. 26<sup>th</sup> – NEW Medical Benefit Option for 2017: Metro Select (1 hour):** A representative from Metro Health presented information about the new medical plan offering available to employees for the 2017 plan year. This session was designed to help employees make an educated decision about which plan to enroll in during the open enrollment period. There were 12 attendees at this program.
- ✚ **Nov. 2<sup>nd</sup> (2<sup>nd</sup> offering) – Understanding Your Medical Benefit Plan Options** (1 hour): A representative from the Human Resources Department reviewed the Medical Plan options that were available during the open enrollment period. This session was designed to help employees make an educated decision about which plan best fits his/her situation. There were 20 attendees at this presentation.
- ✚ **Nov. 3<sup>rd</sup> (2<sup>nd</sup> offering) – NEW Medical Benefit Option for 2017: Metro Select (1 hour):** A representative from Metro Health presented information about the new medical plan offering available to employees for the 2017 plan year. This session was designed to help employees make an educated decision about which plan to enroll in during the open enrollment period. There were 11 attendees at this presentation.
- ✚ **Nov. 29<sup>th</sup> – TIAA: Paying Yourself in Retirement** (1 hour): A representative from TIAA presented on the considerations, rules and tax implications that make retirement decisions very important and complex. The workshop leader helped simplify retirement income by discussing the basic rules that govern the most common retirement accounts. She offered a perspective on when to tap into different assets and discussed the flexible income choices TIAA offers. 24 employees attended this workshop.
- ✚ **Dec. 5<sup>th</sup> – Medicare & You** (1 hour): A representative from The Ohio Department of Insurance (OSHIIP) talked about Medicare: who is eligible, how to apply, and what benefits are available and when. 16 employees attended.

### 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.



### 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 went live in January, 2016 after program testing and hiring manager training was completed. PeopleAdmin has increased efficiencies and provides for a more thorough applicant review process. It also broadened the University's pool of diverse and qualified candidates. PeopleAdmin is the applicant tracking system choice at fifteen other Jesuit Institutions. There were 96 positions posted with a total of 3,385 applicants. Of these applicants 1,977 were female and 1,261 were male.

### JCU Benefits Fair

The annual JCU 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 to the employees.



New vendors at the 2016 fair included: Metro Health, Combined Worksite Solutions, Fair Trade. Additional vendors included Medical Mutual, Medical Mutual FSA (formerly FlexSave), OptumRx (formerly Catamaran), Cigna Dental, IMPACT Solutions, Unum Life, Liberty Mutual, TIAA, Ohio ECU, Best Benefits, EyeMed & VSP (table only – no rep), Aramark (food and prize donation only). Over 150 employees attended the Benefits Fair.

## Improved Open Enrollment Process

Human Resources teamed up with Information Technology Services to make significant improvements to the open enrollment process. Based on employee feedback received last year, several logic modifications were made in Qualtrics, a web based software survey tool used for Open Enrollment. Each employee received a personalized link to access the system. Upon logging in, the employee's biographical information and current benefit selections automatically pre-populated.



The improvements to the Open Enrollment System improved human resources auditing capabilities and provided employees with assurance that their selections were successfully recorded and received. 354 employees completed an open-enrollment satisfaction survey. Of these, 293 employees ranked the new system as "very easy to use" and 46 employees ranked the system as "easy to use." Overall 339 employees or 96% confirmed the new systems changes were very well received.

## Employee Policy Updates

The Human Resources Policy Review Committee is a University-wide representative body consisting of six members who 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 2016, 25 policies have been reviewed by the Committee and 23 have been approved. In addition, 11 other policies were merged into pre-existing or newly created policies.

## NorthCoast99

John Carroll University has been named to NorthCoast 99, an annual recognition program that honors 99 great workplaces for top talent in Northeast Ohio. Organizations are evaluated based on data about policies and practices related to the attraction and retention of top performers. Organizations also are awarded for being a top-scorer for



their company size, a 10-year Legacy Award winner, and excellence in six special categories.

Hundreds of employers in 22 Northeastern Ohio counties applied for the prestigious honor. John Carroll, which has just less than 600 full-time employees, is a

first-time applicant and first-time award winner. This award is reflective of the engaging and collaborative community of dedicated professionals that exists at the University. Their commitment to our students has helped distinguish JCU as an outstanding place to work for our employees and an exemplary place to learn for our students.

## University Morning Socials

Beginning in August, 2016, Human Resources teamed up with Faculty Council and Staff Council to encourage all faculty and staff to gather in the Alumni Lounge on the first Friday of every month to socialize in an informal setting. The University community is invited to attend these informal monthly university community gatherings to enjoy conversation and meet new colleagues.

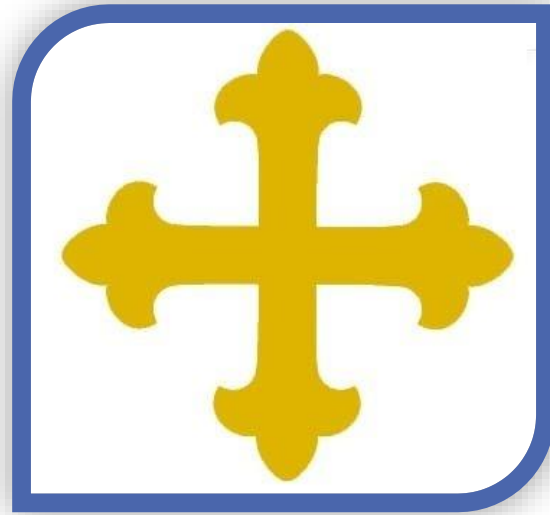
Coffee, purchased from the Student Fair Trade organization, and rolls are provided. Five morning socials were held in 2016 with an average of 56 employees participating per session. It is a great opportunity to share thoughts and socialize. The program will continue in January, 2017.

## Human Resources Dashboard

A detailed Human Resources evidenced-based dashboard was established in June, 2015 to measure the impact these initiatives have on the workforce and to proactively position the University to be an employer of choice. Detailed metrics are regularly reviewed to identify trends over time. 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



These metrics help the University identify historical trends and aids in the strategic responsiveness regarding identifiable issues. 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 tracks these key performance indicators over time to align programming and initiatives with the strategic goals of the University. Trend analysis and benchmark comparisons of this data provide insight into decision making that has enabled Human Resources to identify opportunities and make well-informed, evidence-based decisions to support the University's strategic plan.

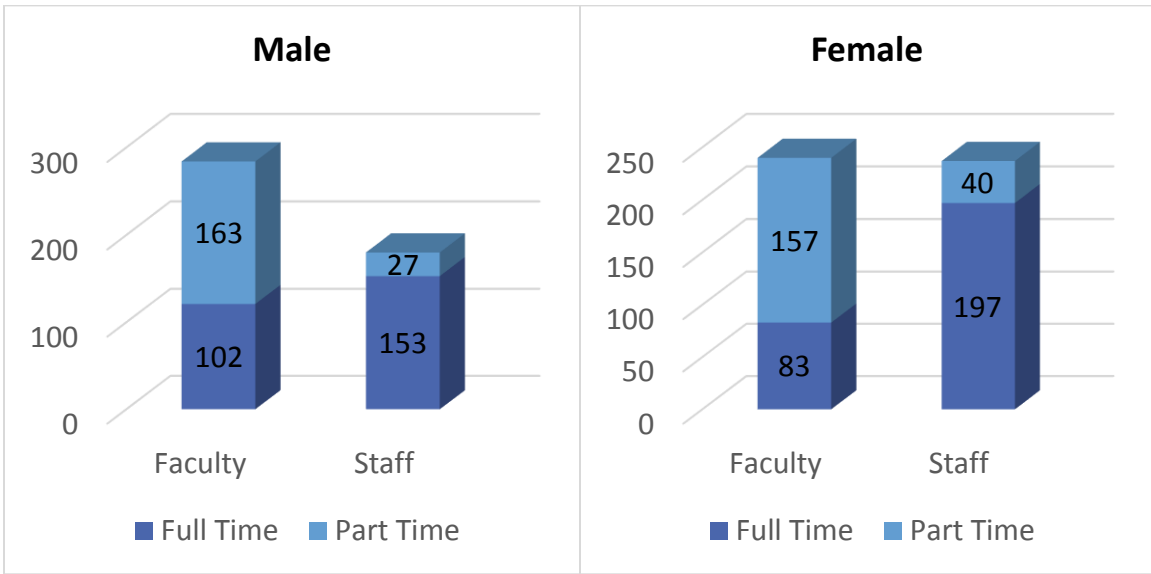
### 2016 Employment Activity

In 2016, Human Resources posted 96 positions and filled 85 positions. There were 12 positions vacant at the end of 2016. The Department received and processed 3,385 applications. In addition, to the regular full and part-time hires, Human Resources also hired 42 part-time instructors and processed over 344 student summer employment hires.



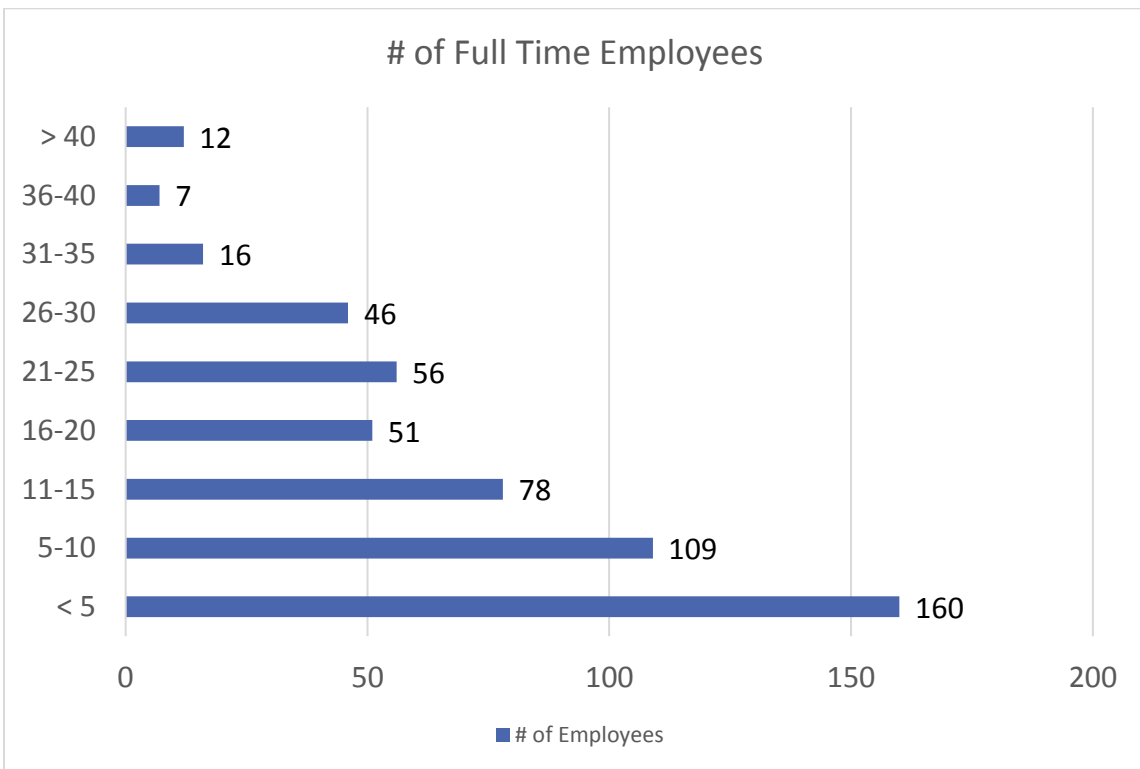
Charted below are the total number of faculty and staff employees broken down by gender and employment status. Employees by years of service are also identified.

**Figure 1: Total Number of Employees by Gender: 12/31/2016**



*#Faculty part-time data includes part-time instructors*

**Figure 2: Employees by Years of Service: 12/31/2016**



*\*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 for 2017. In addition to reviewing traditional benefits, a review of offering an employee paid accident policy was considered.

Human Resources also reached an agreement with Metro Health Medical Center to offer Metro Health Select Insurance as another health care plan option for all employees.

Metro Health Select is a lower cost, high quality, health care option that was designed to help lower costs for the employee and the University. At the time of this report, a total of 4 faculty and 9 staff employees have elected the Metro Health Select for their healthcare coverage in 2017.



Overall medical enrollment for 2017 is as follows:

Staff/New Faculty PPO:	290
Faculty PPO:	139
HDHP:	33
Metro Health:	13
<u>Retirees:</u>	<u>13</u>
<b>Total:</b>	<b>488</b>

HealthSpan, formerly Kaiser Permanente, is no longer offered as a health care plan option at the University. In 2015, there were approximately 70 members in this plan. On December 11, 2015, HealthSpan announced that the organization's medical group, HealthSpan Physicians, would exit direct care delivery and dissolve their medical group effective March 31, 2016. Although HealthSpan representatives expressed optimism that it would 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.

On March 2, 2016 HealthSpan notified the University that they were withdrawing from group health insurance markets effective August 31, 2016. Responding to this development, the University provided a Special Enrollment period to all affected HealthSpan participants.

## **A Look Ahead: Major Human Resources Initiatives in 2017**

The staff of the Human Resources Department participated in team strategic planning sessions during the month of October to develop 2017 engagement initiatives. These strategic planning meetings resulted in the establishment of specific goals, objectives and engagement initiatives for 2017 (See Appendix).

In 2017, 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 2016.

Listed below are the major Human Resources Initiatives for 2017. These initiatives were developed through the annual Human Resources Strategic Planning meeting held in October 2016.



### **Compensation & Benefits**

- Distribute employee total rewards statements
- Launch voluntary benefits program
- Analyze market salary ranges with comparator groups
- Roll out new BenefitsU Series
- Create Benefits Communications Video



### **Employee Wellness**

- Secure wellness program grant dollars
- Establish a University Wellness Committee
- Kick-Off University-wide Wellness Program
- Coordinate annual Benefits and Wellness Fair



### **Employment & Diversity Recruitment**

- Launch Diversity Recruiting Initiative
- Implement new Pre-Employment Screening policy
- Submit NC99 application
- Implement electronic onboarding
- Assist in the creation of a Part-Time Instructor Manual



### **Performance Management**

- Improve performance review tool & evaluation process
- Improve electronic performance review system
- Launch new Training Series
- Begin succession planning process

## Conclusion

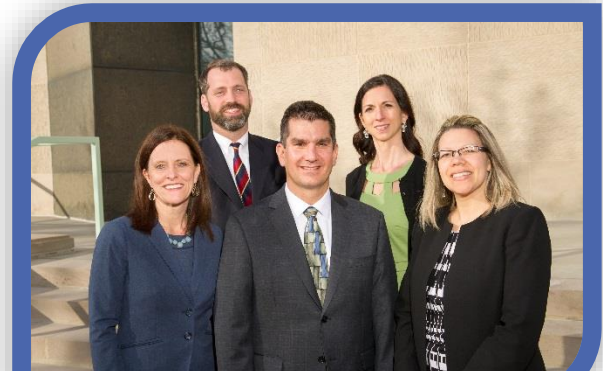
The Human Resources Department will continue providing valued services and programs to help employees succeed at every stage of employment. In 2017 we are looking forward to enhancing the hiring process to attract a more diverse pool of top talented candidates.

The 2016 implementation of PeopleAdmin applicant tracking system has been very well received by hiring managers, search committees and applicants. The implementation of this system has resulted in a reduction in hiring time and the development of a candidate pool whose skills more closely match specific position job requirements. Human Resources also developed a new on-boarding process to welcome employees, better integrate them into the workplace, and increase their level of engagement. In addition, the employee training curriculum has been expanded to include newly designed training modules that reinforce learning. In 2017 the Human Resources department will be exploring the addition of more leadership development and team building programs.

In 2017, we will be offering wellness activities and providing health care information through a newly designed Wellness Program that will help employees make informed decisions. A cross-representative Employee Wellness Committee will aide Human Resources in the development and marketing of wellness and wellbeing programming.

Improving employee engagement and two-way communication remains an overarching top priority of the Human Resources Department. Human Resources Representatives will continue to hold employee focus groups and conduct employee surveys to make sure we are listening and responding appropriately and efficiently. Human Resources will also continue holding conversations with employees and supervisors in 2017 about setting expectations, establishing realistic goals that support the University's Strategic Plan, and the importance of professional development.

The Human Resources team is looking forward to carrying out the 2017 strategic initiatives listed in the following appendix. 2017 promises to be a very productive and engaging year for the Human Resources Department and the entire John Carroll Community.



*“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: 2015-2016 Human Resources Engagement Initiatives



Appendix: 2017 Human Resources Engagement Initiatives

