



## **CANDID CONVERSATIONS ON RACE & EQUALITY**

**JULY 14, 2020 | 2:00 P.M. | ZOOM WEBINAR**

### **Moderator:**

Regina Gail Malloy, Co-Chair, The Hopkins Diaspora ERG

### **Special Guests:**

Mr. Ron Daniels, President, Johns Hopkins University

Dr. Paul Rothman, CEO, Johns Hopkins Medicine

Mr. Kevin Sowers, President, Johns Hopkins Health System

### **PURPOSE**

To provide an opportunity for senior leaders of Johns Hopkins University and Johns Hopkins Medicine to: (a) listen and learn about the experiences of Black employees at Hopkins; (b) hear Black employees' questions & comments and provide meaningful answers & responses (c) receive and implement recommendations provided by The Hopkins Diaspora Employee Resource Group.

### **AGENDA**

- A. Welcome/Introduction/Purpose
- B. Review Survey Results
- C. Questions Submitted to Leadership
- D. Recommendations
- E. Closing Remarks

### **Overview of Survey Results**

The Hopkins Diaspora Employee Resource Group sent a survey to its membership and the membership of the JHU Black Faculty and Staff Association. The survey yielded 164 responses with the majority of the questions/comments for leadership sorted into seven overarching themes:

- Diversity in Senior Leadership at Hopkins
- Pay Equity
- Accountability
- Career Advancement/Promotions
- Professional Development/Mentoring (Formal/Informal)
- HR Practices/Policies
- Cultural Sensitivity/ Support to Employees

# Hopkins Diaspora ERG Survey Results

## *Racial Justice & Equality at Hopkins*

1. Please indicate the level of importance of each of the following statements.

**LEAST IMPORTANT:**

- I would like to have mentoring and professional development opportunities
- I would like to have a clear and realistic pathway to promotion and advancement in my career

**SOMEWHAT IMPORTANT:**

- Hopkins should have more diversity in its skilled jobs (i.e. nursing, IT, social work, etc.)

**MOST IMPORTANT:**

- Hopkins employees who work in the same job with the same level of experience and/or education should receive the same salary
- Hopkins should have more people of color in executive leadership positions (VP and above)

2. Please answer the following based on your experiences at Hopkins.

- **I feel comfortable discussing recent events of racial injustice in my department.**

39%: SOMETIMES

25%: NEVER

23 %: ALWAYS

13%: OFTEN

- **My manager encourages discussion about racial justice.**

54%: NEVER

30%: SOMETIMES

10%: ALWAYS

6%: OFTEN

- **Everyone in my department is treated fairly and equally.**

48%: SOMETIMES

22%: OFTEN

22%: NEVER

9%: ALWAYS

- **I have experienced racism in my department.**

44%: SOMETIMES

33%: NEVER

15%: OFTEN

8%: ALWAYS

- **I feel that my department is racially diverse.**

37%: NO. My department is comprised of mostly one race with just a few from other races.

32%: SOMEWHAT. My department has some diversity, however there's not equal representation.

31%: YES. My department has equal representation from various races.



## **Recommendations from the Hopkins Diaspora Employee Resource Group**

In an effort to ensure that real and lasting change takes place within Johns Hopkins Medicine and Johns Hopkins University subsequent to the candid conversation held on July 14, 2020, the Hopkins Diaspora ERG proposed implementation of the following recommendations and leadership (President Daniels, Dr. Rothman and Mr. Sowers) agreed to:

### **1. Transparency and Accountability**

- a. Conduct an internal review of JHM’s HR practices/policies to include benchmarking against best practices in the following areas:
  - i. Review of recruitment processes
  - ii. Acceptance and rejection procedures
  - iii. Employee discipline and termination procedures/trends
  - iv. Pay equity and trends of inequities
  - v. Review policies regarding claims of harassment and discrimination
- b. Share results of the HR review with ERG Executive Team.
- c. Meet with the Hopkins Diaspora ERG annually to discuss concerns of staff, review recommendations and provide a status update of actionable items.

### **2. Diversity in Executive Leadership and JHU/JHM Boards**

- a. Make the aim of advancing diversity in our boards and leadership ranks across the institution a central issue for and incorporated into the work of the RoadMap 2020 Task Force as a strategic objective.

### **3. Mentorship and Promotion Opportunities**

- a. Provide resources, guidance and support for the creation of a structured mentorship program across disciplines for people of color that will lead to promotion within Johns Hopkins University and Johns Hopkins Medicine.
- b. Dedicate resources to supporting leaders who are engaged as mentors and mentees to facilitate the professional development and promotion of employees.
- c. Outline the plan for structured mentorship to commence by the fall of 2021.

## **Summary of the Candid Conversation with President Ron Daniels, Dean Paul Rothman, and President Kevin Sowers**

- **Regina Gail (RG) asked about the lack of racial diversity at the executive level at JHH, JHM and JHU.** Leadership responded by acknowledging this as truth, and shared plans to address this issue. Through the reporting mechanisms in place for JHM and JHU, we will provide information regarding our FY20 workforce by race and job classification as part of the plan to create a more reflective executive leadership team across JHM and JHU. The JHU Roadmap on Diversity and Inclusion outlines the short- and long-range plan for increasing diversity among leadership, faculty and staff and this planning will be taken up as part of the work of the Roadmap 2020 task force.
  
- **RG asked how we can ensure that people are paid the same amount for the same work and if leaders would be willing to conduct an internal audit of pay equity by race for every department.** Leaders said that JHHS is currently working with HR to evaluate equity by job category as part of the 2020 JHHS Affirmative Action Plan. They also stated that University leaders are committed to deepening reviews of equitable pay across all job categories and divisions internally and to soliciting expertise and best practices through outside consultation.
  
- **RG noted that racism cannot be fully addressed unless all managers at all levels (including lower and mid-level managers) are on the same page. She asked leaders how they will hold managers accountable for being indifferent to racism and allowing it to perpetuate and flourish.** Leaders noted the importance of developing an environment in which we embrace racial diversity. Additionally, they stated, our commitments to diversity and inclusion must be embedded into the accountable culture for JHU and JHM, including in recruitment, selection, retention, performance evaluations, merit, and economic inclusion objectives, and agreed for the University to have mandatory anti-racist and unconscious bias training for all managers.
  
- **RG asked how many Black people are applying for promotions and are being denied. She also asked about the retention rate at Hopkins for Black men and women.** Leaders thanked her for raising this issue and allowing the opportunity to share and discuss data. Leaders acknowledge that at JHHS, hires, promotions and separations data by race need to be disaggregated by job classification. The work at JHHS is focused not just on having a diverse candidate pool, but also on hiring diverse candidates and retaining them over time.

Leaders also acknowledged that at JHU there is work to do to support and ensure Black/African American employees have clear paths to promotion and feel supported and encouraged to pursue them. Central HR at the University has developed an enhanced internal hiring process to bolster a culture of supporting and cultivating internal talent that is aligned with the vision, strategic goals, and core values, including excellence and diversity, of the university. The team has completed the initial work, developed a framework of an enhanced internal hiring process, and an implementation group is being established to move the work into the planning and implementation phase.

**Summary of the Candid Conversation with President Ron Daniels,  
Dean Paul Rothman, and President Kevin Sowers *cont'd.***

- **RG asked about computer access for the large number of Black employees across the system who work in service positions. She asked the question particularly in light of email serving as the predominant method of organizational communication.** Leadership responded that this is an important issue. But because each school and entity has different systems and a different mix of employees, they need to look at each entity to understand IT access and communication dissemination processes. They noted that many areas use a hybrid of digital and traditional communications, such as posting fliers and announcements on bulletin boards.
  
- **RG asked when will all of Hopkins begin to observe Martin Luther King's birthday as a paid holiday.** Leaders responded that effective January 2021, all entities in the Johns Hopkins Health System will receive Dr. Martin Luther King, Jr.'s Birthday as a paid holiday. The University has the day as a paid holiday.
  
- **RG stated that for higher-level roles, those involved in the hiring/interview process (search committees) are often white men and women. She asked how can we ensure that there is a diverse and equitable team guiding the interview process.** Leaders agreed that JHU, JHM and JHHS can do more in this area. They said that all search committees are required to have diverse representation. Additionally, participants must undergo unconscious bias training prior to serving on any search committees.

*For more information about our Candid Conversations on Race & Equality or to  
learn more about the Hopkins Diaspora ERG, please send an email to:*

[HopkinsDiaspora@jhmi.edu](mailto:HopkinsDiaspora@jhmi.edu).