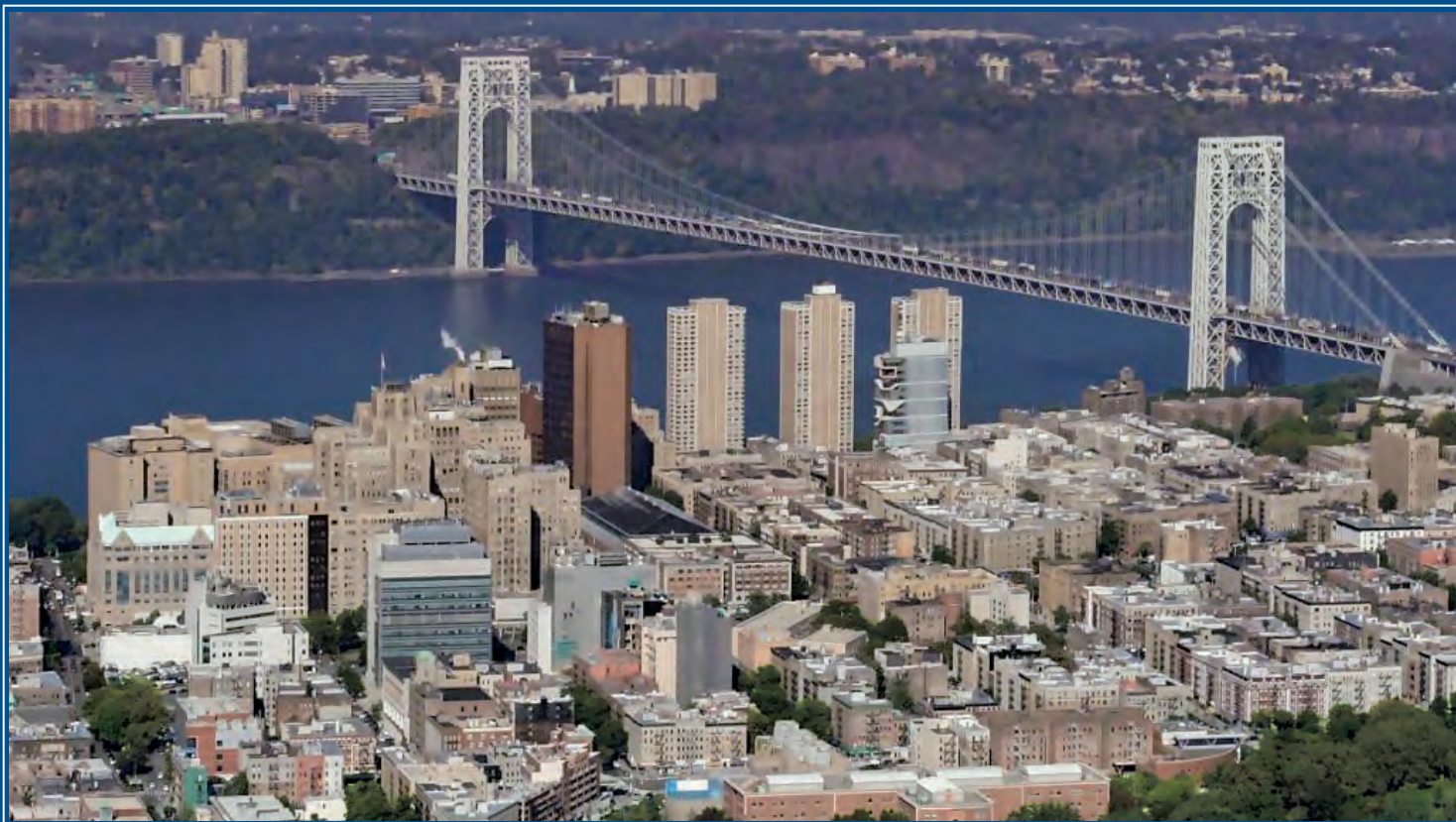


Annual Report

Columbia University Irving Medical Center
Human Resources

2022-2023



COLUMBIA UNIVERSITY
IRVING MEDICAL CENTER
HUMAN RESOURCES

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Letter from the CUIMC Chief Human Resources Officer



Introduction from Neil McClure, Chief HR Officer

I am excited to share with you the first annual report from the human resources team at Columbia University Irving Medical Center. We've developed this report to showcase our team's progress over the past year, our goals for the future, and to give our community more insight into our operations.

As CUIMC HR, we provide best-in-class support to our campus, leveraging technology, optimizing processes, and serving as strategic business partners with schools, centers, and collaborators across Columbia to ensure our operations function at the highest level.

In the past year, we have made strides in implementing new technology, equipping HR professionals across the medical center with tools to help them make data-driven decisions. Working with our HR partners and our network of employee resource groups, we have reaffirmed our commitment to diversity through new initiatives, including the search for a Chief Diversity Officer.

We strive to make HR processes more streamlined, transparent, and overall easier, to enhance the work of our colleagues and clear away roadblocks in their path to success. To that end, in the past year, we have significantly reduced turnaround time for processing new hires. In the fall, we will roll out a digital time card system to replace paper time cards that have been in use for some employees at Columbia.

We look forward to hearing your feedback on this report and want to emphasize that our door is always open. We welcome your suggestions and ideas. Tell us your goals, and we'll help you get there.

Sincerely,

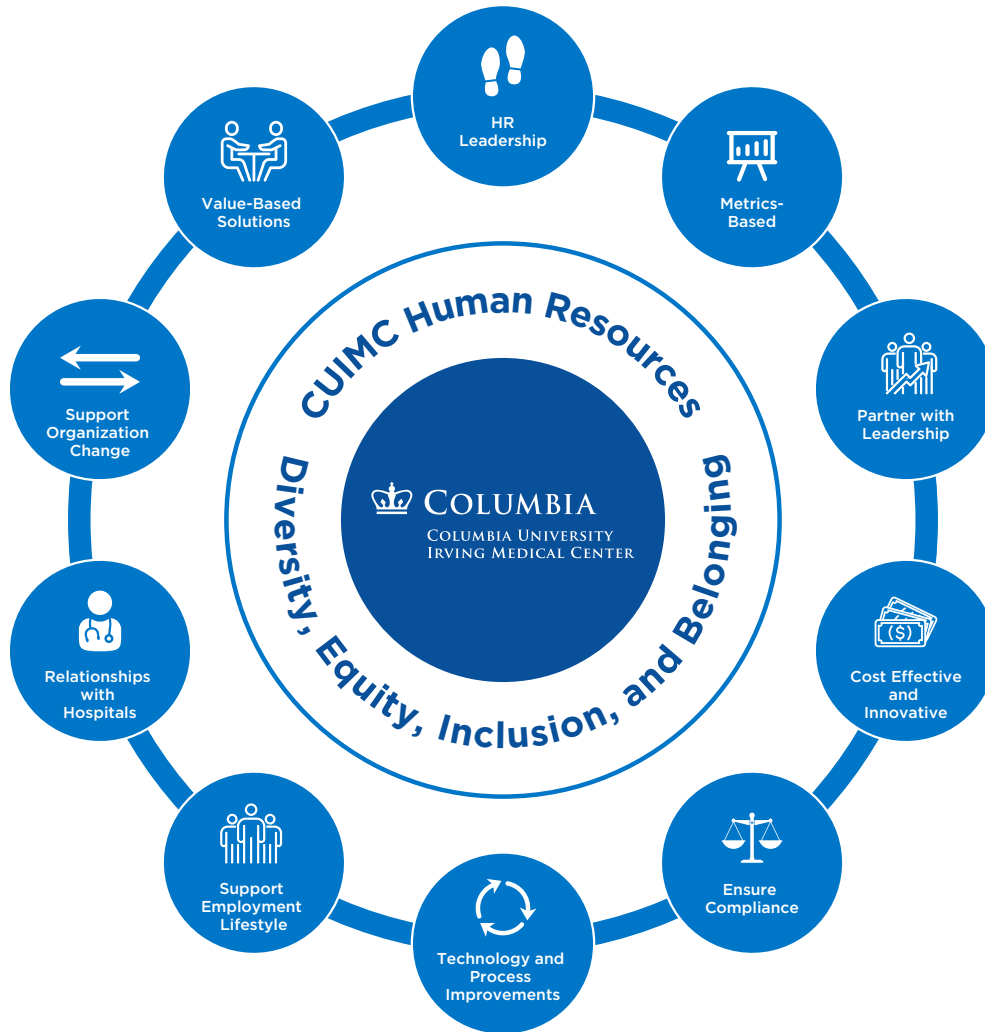
A handwritten signature in blue ink that reads "Neil McClure". The signature is fluid and cursive.

Neil McClure
Chief Human Resources Officer
Columbia University Irving Medical Center



Mission and Values

The Columbia University Irving Medical Center Human Resources team is committed to delivering the highest quality services, strategic partnerships and collaborative solutions that focus on our valued clients' business initiatives while working to energize our campus community every day.



Values

- **Teamwork:**
Increase collaboration with administrative leadership, departmental HR and partners to deliver the full spectrum of HR services to CUIMC
- **Champion Employee Development:**
Create and support programs to identify, develop, and grow future leaders
- **Promote Integrity and Security:**
Provide the tools, information and counsel required to keep CUIMC in compliance with applicable employment, privacy, security, tax and labor laws
- **Strive for Excellence:**
Continuous improvement of existing CUIMC HR services and operations by implementing best practices and providing continuous support

Diversity, Equity, Inclusion, and Belonging at CUIMC

Building a Diverse Community

Our mission has been to propose strategies that strive to create a safe, equitable, and inclusive environment where staff, of all identities, are supported and empowered to thrive throughout the CUIMC community. Our vision is to promote equity and inclusion for all staff of the CUIMC community through support, inclusion, and cultural competence. Our key goals include, programming and engagement, advocacy, accountability and learning and development. We have accomplished the establishment of employee resource groups, provide workshops and trainings, implemented a pipeline hiring programs and meet with various departments across CUIMC to learn more about their DEI strategies and ways that we can support them.

Project PossABILITY

Project PossABILITY is a university-wide hiring initiative that works with people with developmental disabilities who want assistance to reach their employment goals. Our goal is to match people with autism and other developmental disabilities with the needs of our CUIMC hiring managers. Project PossABILITY has partnered with the Consortium for Customized Employment, a collective of 14 New York City non-profit organizations committed to employment for people with developmental disabilities. The Consortium takes an individualized employment approach by thoughtfully matching a job seeker's strengths with the needs of employers. In addition to our hiring successes, CUIMC was the recipient of an award from the Mayor's Office for People with Disabilities in recognition for our work with the Project PossABILITY Initiative.

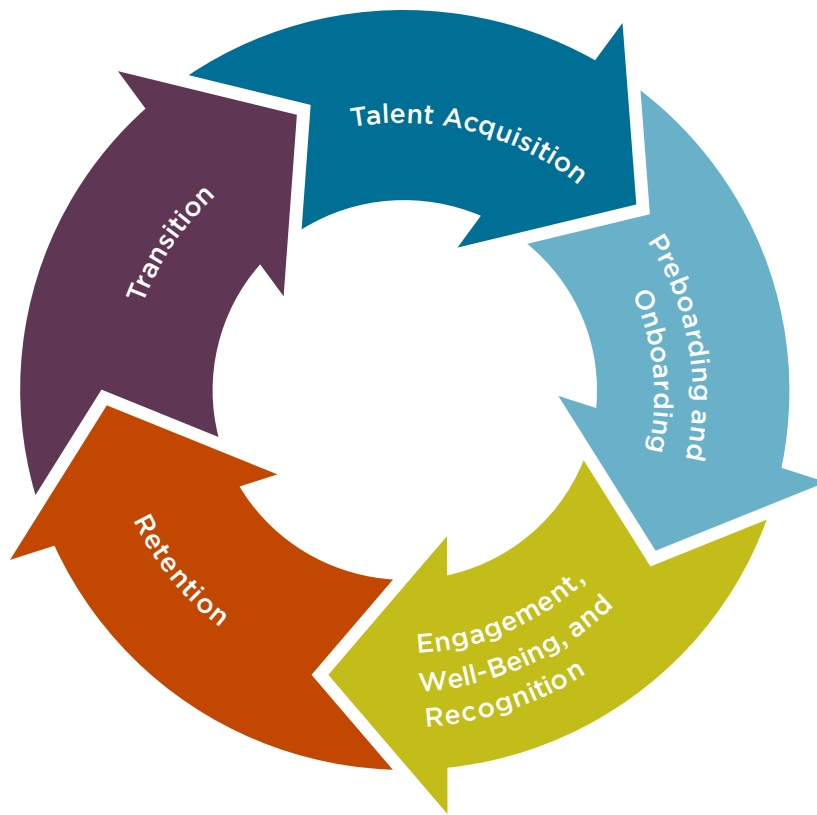


Employee Resource Groups (ERGs)

CUIMC currently has 10 active ERGs. ERGs are voluntary groups of employees who join together in their workplace based on shared characteristics or life experiences and serve as a resource for members and the organization by fostering a diverse and inclusive workplace aligned with organizational goals. Diversity is vital for CUIMC's ability to grow and innovate in such a fast-changing environment. ERGs are an integral component of the medical center's commitment to help us promote in diversity and inclusion. Participation in ERGs may provide long-term benefits for the medical center and professional and personal development for the participants.

FY23 Accomplishments

Serving our Employee Life Cycle



Talent Acquisition

- 2022 Mayor’s Office Award recipient for our ongoing success with Project PossABILITY, a university-wide hiring initiative for candidates with developmental disabilities
- Participated in multiple career fairs and adopted additional recruitment platforms such as ZipRecruiter, LinkedIn, and Circa
- Trained staff on how to minimize bias in recruitment
- Hired 208 candidates through our recruitment accounts and from our employee pipelines such as Grace Institute, Grant Associates, Monroe College, and Project PossABILITY

Preboarding and Onboarding

- Improved the Student Casual hiring process by reducing number of hiring steps
- Improved our pre-boarding process time by reducing turnaround time for offer cards
- Reduced background check turnaround time from 8 days to 4 days
- Launched Power BI dashboard to increase availability of HR metrics and reporting for departments
- Created an automated front desk check in process
- Ensure compliance with Joint Commission, Article 28 space & medical surveillance
- Manage all Joint Commission compliance components for faculty, staff, students, and visitors
- Communicate compliance statuses to department leadership for medical clearance, influenza, Covid-19, annual health assessments, hospital annual training, and background checks

Engagement, Well-being, & Recognition

- Recipient of the 2022 Diversity Leaders Award from Healthcare Leaders of NY
- Manage the Baton Awards, a CUIMC Administration award.
- Hosted the 2023 CUIMC Employee Appreciation Month and partner with CUIMC Events on WeAreCUIMC employee appreciation events
- Partner with Columbia University HR on the Spotlight Award and staff service milestones
- Manage Well-Being Programs, EAP webinars, and the Healthy Monday's Program with Integrative Therapies program; continued partnership with CUIMC's Well-Being Leadership

Retention

- Manage and support 10 active Employee Resource Groups
- Facilitated a variety of DEI training to more than 300 faculty and staff
- Increased DEI cultural awareness and activities. Hosted inaugural Diversity, Equity, Inclusion, and Belonging Summit. This event included a keynote address, panel discussions, presentations and performances across a variety of topics
- Conducted 50+ programming and engagement opportunities with over 2,000 attendees
- Offered our 6th Society of Human Resources Management (SHRM) certification cohort for our HR employees, as well as 2 independent studies. To date, 95 employees have gone through the program
- Administered healthcare worker bonuses to 3,886 employees in partnership with payroll and local HR departments
- Provide departments with the Intercultural Development Instrument (IDI), a reliable assessment of intercultural competence that assess cultural differences and similarities.

Transition

- Implemented department exit surveys
- Partner with departments and employees to discuss exit strategies
- In partnership with the CUHR Retirement team, assist employees in planning for retirement



HR Communities of Practice at CUIMC

CUIMC HR Professionals

Provides overall HR strategic, consultation & leadership for CUIMC senior management and CUIMC's four (4) schools and continued partnership with CUHR.

School Based HR Leaders

Provide substantial support within the School and Departmental levels including, workforce planning, implementing, and operationalizing the departments mission into HR Strategy.

School Based HR Practitioners

Serves as initial contact and provides support for assigned departmental staff. Responsible for transactional support, processing, and troubleshooting.



CUIMC Areas of Strategic Focus and Areas of Service

CUIMC Areas of Strategic Focus

Employee Relations: The Senior HR Business Partners provide employee relations advice, support, and training to key partners in Senior Leadership and unit HR, as well as other cross-functional stakeholders, on a variety of topics, including performance management, discipline, contingent workforce issues, compensation and benefits, wage & hour issues, and diversity and inclusion. May also investigate and propose solutions for complex and/or contentious employee relations matters in collaboration with OGC and appropriate University partners to ensure complete and accurate documentation and tracking of all investigations. Facilitate and strengthen the relationships between managers and employees and provide support to re-mediate problems that surface between them.

Labor Relations: Our office maintain relationships between unions and CU departments. Coach supervisors in managing their employees. Provide guidance and interpretation to all CUIMC Collective Bargaining Agreements.

Compliance & Risk Management: CUIMC Human Resources is a key player in creating a safe working environment, free from discrimination and harassment. We are the primary contact for schools and departments to provide guidance pertaining to employee relations matters. As new local, state, and federal laws are enacted, and policies are crafted, we ensure that communication with staff occurs. We work collaboratively with internal CU offices such as Compliance, EOAA, and General Counsel. We ensure compliance with Joint Commission; HIPAA & IT Security; Urgent Termination Process (UTP), Protection of Minor (POM) Training; Sexual Harassment training, Right Side of the Line training, Staff Diversity Council, Compliance Hotline Complaints, FCA Adverse Action Process and required training initiatives as needed

Engagement and Recognition: CUIMC HR understands the value of our employees and are thankful for their efforts and hard work. Through Employee Appreciation events, work/life seminars, employee resource groups, cultural events, 25 Year Club, and our Spotlight Award we strive to show our appreciation for the dedication of our staff. With a focus on Well-being we have collaborated with the Well-being leadership committee and also launched the Healthy Monday campaign in partnership with CUIMC Integrative Therapies Program. We work closely with CUIMC Events on WeAreCUIMC employee appreciation initiatives and events.

Compensation Market Analysis: CUIMC HR provides consultative compensation and market reviews by assessing jobs to determine classification and appropriate salary range using relevant market survey data and considering internal equity throughout CUIMC. Partner with CU Comp as needed.

Learning & Development: Assess learning needs, develop curriculums, and deliver training and activities, including employee onboarding, leadership/management development, and performance management.

Leave Management: Partner with CU Leave Management to educate staff on leave-related benefits, review workplace accommodation requests, and serve as an escalation point for complicated leave issues that may result in employee relations issues or terminations.

Reorganization/Restructure: Our office reviews organization structure and changes within school and/or departments to ensure fairness, compliance, and counseling leadership.

Continuous Process Improvement: CUIMC HR is always looking for ways to improve and streamline processes to help our partners achieve their goals.



CUIMC Areas of Service

Pay Transparency Audits: CUIMC HR is responsible for ensuring compliance with the law and ensuring pay equity for all employees. All salaries are reviewed by our office before a job posting goes live on our website for compliance purposes and before offer letters are sent to candidates.

CUIMC Welcome Program: Our office leads a bi-monthly orientation program for new faculty and staff to learn more about the University and CUIMC schools, important policies and procedures, and benefits.

Background Check and Drug Screen Process: CUIMC HR manages the pre-employment screening process for new hires in accordance with the NYC bifurcated background check process. CUIMCHR assists all new hires through the education and employment background check, the criminal background check, drug screening, health screening, references,

and credential validation if applicable. Senior HR Business Partners can provide conditional clearance and approvals.

I-9 Processing: Ensuring compliance with federal regulations related to employment authorization with the ultimate goal of ensuring Form I-9 compliance for the University.

COVID and Flu Vaccine Compliance: CUIMC HR supported the implementation and enforcement efforts for mandatory COVID-19 and Flu vaccination for required employees. CUIMC HR worked closely with managers and local HR to develop and implement Employee Relations/Labor Relations guidance and enforcement. CUIMC HR also worked closely with our Columbia University partners to develop guidance and tracking to ensure compliance during recruitment and onboarding of new staff. While these efforts have been removed for COVID-19, they required considerable collaboration with internal offices.

CUIMC by the Numbers

CUIMC EMPLOYEE POPULATION				
EMPLOYEE CLASS	FEMALE	MALE	UNKNOWN	TOTAL
Graduate Research Assistant	235	162	1	398
Officer of Administration (Jr.)	2,637	750		3,387
Officer of Administration (Sr.)	549	223		772
Officer of Instruction	2,686	2,576	4	5,266
Officer of Instruction/Chair	8	23		31
Officer of Library	3	5		8
Officer of Research	1,470	1,325	1	2,796
Support Staff (Non-Union)	331	129	2	462
Union Support Staff	669	445		1,114
TOTAL	8,588	5,638	8	14,234

AVERAGE YEARS OF SERVICE				
Graduate Research Assistant	2.11			
Officer of Administration (Jr.)	7.11			
Officer of Administration (Sr.)	11.12			
Officer of Instruction	13.81			
Officer of Instruction/Chair	19.58			
Officer of Library	13.63			
Officer of Research	4.20			
Support Staff (Non-Union)	1.14			
Union Support Staff	7.43			

RACE / ETHNICITY *	TOTAL	PERCENTAGE
White	6.6 K	46.55%
Asian	3.1 K	22.20%
Hispanic	1.5 K	10.68%
Two or More Races / Ethnicities	1.2 K	8.66%
Black or African American	1.2 K	8.45%
Not Disclosed	418	2.94%
American Indian / Alaskan Native	29	0.20%
Native Hawaiian / Other Pacific Islander	25	0.18%

* Reflects employee self-identification data as of June 30, 2023



Columbia University Code of Conduct

At CUIMC Human Resources, we are guided by our [Code of Conduct](#) and CUIMC CARES Code of Values. Our office is guided by these pillars in the work that we do. We hold ourselves, and members of the community accountable to these standards and expect everyone to operate at the highest standards of ethical conduct.

RESPECT FOR GOVERNANCE	RESPECT FOR INFORMATION
RESPECT FOR OTHERS	RESPECT FOR PROPERTY

CUIMC CARES

[CUIMC CARES Code of Values](#) is a guide for all members of the CUIMC community in their interactions with each other. These values are important in creating a culture that encourages civility, acceptance of differences, respect for all, ethical behavior, and a supportive environment within our community. Through CUIMC CARES, we aspire to build a community where every individual feels welcome and accepted, and has opportunities for professional growth and success.

CIVILITY
ACCEPTANCE
RESPECT
ETHICS
SUPPORT



Meet the CUIMC HR Team



- **Neil McClure**
Chief Human Resources Officer

- **Shanaz Pershad**
Executive Assistant

Client Services

- **Sony Jean Michel Thornton**
Senior Human Resources Business Partner
- **Jennifer Gass**
Senior Human Resources Business Partner
- **Sherley Desulme Willis**
Senior Human Resources Business Partner

- **Mary Jo Lynch**
Senior Human Resources Business Partner
- **Kim Lopez**
Business Manager, CUIMC IT
- **Brandi Bonaparte**
*Assistant Director,
CUIMC Facilities Management*

Operations

- **Thomas De Leon**
Director, HR Systems and Operations
- **Brenda Arthur**
Assistant Director, HR Operations
- **Daniela Isakov**
Senior Human Resources Generalists
- **Hannah Mason**
Human Resources Generalists

- **Allison Garcia**
Human Resources Representative
- **Naomi Velasquez**
Human Resources Representative
- **Katherine Cedano**
Human Resources Assistant
- **Nyoka Foster**
Human Resources Assistant

Diversity, Equity, Inclusion, and Belonging (DEIB)

- **Ashley Boyce**
Manager, DEIB Staff Engagement

Talent Acquisition and Sourcing

- **ShaQuanna Williams**
Talent Acquisition & Sourcing Manager

Labor Relations

- **Mary Ann Carlese**
Executive Director, Labor Relations
- **Cotia Smith**
Labor Relations Coordinator

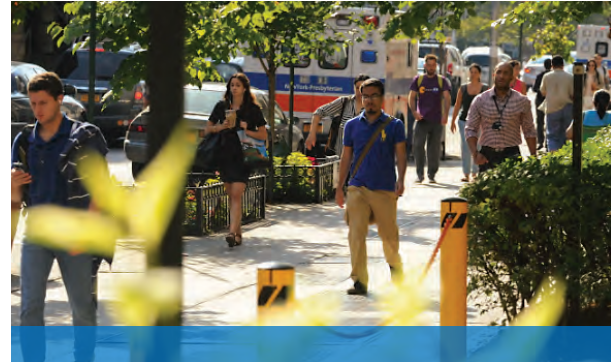
FY24 and Beyond

Organizational and Operational Effectiveness

- Restructure the DEIB team to include a Chief Diversity Officer
- Zero Day Epic and systems access for new hires
- Dashboards at the department level
- Standardize job descriptions and grading structures
- Campus wide roll out of Time and Labor Attendance Management (TLAM)
- Continue to advance our Mission and Values
- Creation of an HR Strategic Plan

Employee Engagement and Well-Being

- Improve Performance Appraisal Process at CUIMC
- Continue to enhance employee recognition and engagement
- Enhance CUIMC Learning and Development Programs





Columbia University Irving Medical Center
Human Resources

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