

At-Large Board Member (1)

Dr. DeLancey Johnson, FACHE, SPHR, SHRM-SCP, sHRBP, SWP, LDSS

Senior Vice President, Associate Chief Talent Officer

Parkland Health & Hospital System Office

Dallas, Texas

Candidate Statement

Looking to help add value to the HR industry specifically in healthcare. Continue to support ASHHRA on its journey, while being the voice for members and non-members.

DELANCEY JOHNSON, DBA, SPHR, SHRM-SCP, SHRBP, SWP, LDSS

CAREER GOAL Enhance the new resilient vision and mission of Parkland Health & Hospital System —at the same time, foster optimal productivity and attainment of strategic goals through the execution of effective HR strategies as a critical member of the executive team.

SUMMARY HR executive with 22 years of outstanding results in developing talent and culture in all facets of HR, including employee/labor relations, strategic planning, conflict resolution, payroll administration, shared services, succession planning, technology administration, coaching/counseling management, OD, retention strategy, recruitment, legal and regulatory compliance, centers of excellence, compensation and benefits, employee engagement surveys, and skilled in talent development, engaging employees, diversity, equity and inclusion while developing teams.

WORK HISTORY SENIOR VICE PRESIDENT, ASSOCIATE CHIEF TALENT OFFICER, PARKLAND HEALTH DALLAS, TX

December 2021 – Current

- Provide operational assessment and direction to support the Chief Talent Officer and the Office of Talent Management (OTM).
- Responsible for providing leadership in developing and executing the OTM life cycle to meet Parkland's mission, vision, and goals.
- Promote the awareness of DEI opportunities and champion them both internally and externally.
- Provide overall OTM vision coupled with hands-on, motivational leadership to consistently achieve or exceed corporate and client expectations
- Work collaboratively as a member of senior management and corporate officer to identify needs and formulate effective solutions.
- Focus strongly on attracting and retaining top talent, employee morale, and satisfaction benefits development and administration.
- Continually focus on improving the workplace environment to maintain high employee and management satisfaction and to recruit and secure world-class talent.
- Established and monitored the 401(k) and 457 executive compensation plans, employee tuition assistance, health and welfare programs, voluntary benefits, and an employee hardship loan program.
- Created an interactive monthly newsletter and other methods to engage staff and facilitate employee pride.
- Utilize performance evaluations, automated exit surveys, leadership assessments, HR tracking tools, and other methods to identify needs, resolve issues, and plan on going training requirements.

CORPORATE EMPLOYEE RELATIONS DIRECTOR, MEMORIAL HEALTHCARE SYSTEM, HOLLYWOOD, FL

February 2019 – December 2021

- Provide HR consultative services to an executive, functional site leaders, internal/external employment counsel, and facility HR Leadership in the development, interpretation, and management of employment policies, talent development, and culture for 15,000 employees.
- Collaborate and participate actively in the development of HR solutions to support Centers of Excellence (COE).
- Lead the ongoing development and management of diversity and inclusion strategies.
- Approve all ER cases, including disciplinary issues, grievances, performance management concerns, involuntary exits (including redundancies), sensitive and/or high-risk leaves of absence, and other matters to a successful resolution.
- Create, communicate, and maintain HR policies, processes, and educational programs for HR partners, employees, and managers as appropriate.
- Initiate and execute commercial centralized employment feature process for reducing cost and streamlining operations.
- Provide essential operations at the executive level to express the business as well as determine various organizational issues.
- Develop and conduct talent development centers to support continuous development.
- Accountable for staff surveys, performance management processes, technology, legal, workers' compensation, and absence management.
- Develop knowledge skills and abilities to advance the business strategy and drive Memorial culture by ensuring our values are embraced by every caregiver.
- Direct legal counsel in all human resource-related lawsuits, EEOC, and Office of Civil Rights

SYSTEM HUMAN RESOURCES DIRECTOR, HARRIS HEALTH SYSTEM, HOUSTON, TX

November 2015 – January 2019

- Cultivated relationships with business partners, understanding their business, and identified human capital needs to ensure HR products and services meet operational needs.
- Department Head supporting over 9,500 employees in the following areas: Employee Relations, Workers' Compensation, Unemployment, Compensation and Benefits, Union Liaison, Foundation Relations, HRIS, Recruiting, and Third Party Administrator Lead
- 73.4% Employee engagement survey 12% higher than years past; Oversee Shared Services
- A significant increase over two-year aggregate in all employee engagement categories;
- Launch of exit interview process [4 to 1 repository – metrics; process; simple];
- 30% decrease in grievances; 91% decrease in severance packets [lower than three-year aggregate]; 22.5% decrease in corporate compliance allegations; 21% decrease in turnaround time for corporate compliance investigating; and 31.60% decrease in the percentage of leaves.

SENIOR HUMAN RESOURCES DIRECTOR, ACADEMY SPORTS + OUTDOORS, KATY, TX

April 2010 – August 2015

- Strategically directed the human resources operations infrastructure to support over 20,000 employees. As a result, I oversaw P&L and over 4M annual budget while managing \$2.4M of the contingent workforce.

- Developed and implemented robust multi-site/multi-state HR strategies that supported company objectives as a strategic partner with operations.
- Led organizational development, HRIS, leadership coaching, management counseling, conflict mediated, employee relations, HR practices/policies, compensation, non-medical benefits, and legal/internal investigations. Redesigned HR global recruiting model and strategy, which improved the quality of candidates and saved \$3 Million in the first year of implementation.
- Cut workers' compensation premium 10% by implementing certification of the company-owned industrial clinics.
- Improved retention of 30% by developing and implementing a compensation system with established salary ranges for all positions.
- Developed employee relations and termination processes resulting in zero monetary loss in lawsuits for two fiscal years. Created a recruiting model and talent pipeline that increased position time to fill by 14 days.
- Created career development programs for critical positions, increasing the company's future leader pool by 25%.

HUMAN RESOURCES DIRECTOR, MEMORIAL HERMANN HEALTH SYSTEM, HOUSTON, TX

March 2008 – April 2010

- Served as a part of the medical center's leadership team accountable for the delivery of comprehensive human resources services to meet current and future workforce and organizational needs, including; joint commission, strategic planning, policy development, employee relations, labor relations, compensation, benefits, diversity, evaluation, training and development, orientation, in-house temporary program, and workers' compensation program.
- Transformed the "Personnel Department" into a respected, visionary, diverse, and forward-thinking "Human Resources Services Team."
- Combined three human resources offices into one with clear accountabilities and structured to support the organization's needs while maintaining a decentralized culture.
- Developed and delivered the medical school's human resources strategic plan.
- Overhauled policies by employing best practices to enable a culture of performance and accountability and supported the medical school's need to compete for top talent effectively.
- Designed and led the implementation of a new market- and performance-based compensation plan. Developed and implemented a new incentive policy and performance-based pay approach—introduced total compensation vision and strategy.
- Developed and introduced new employee participation in benefits design, comprehensive health insurance strategy, and aligned plan design. Led an effort to redesign the benefits package to ensure competitiveness, affordability, and consumerism.

AREA HR MANAGER, HEALTHSOUTH, HOUSTON TX

March 2007 – March 2008

- Part of the joint senior leadership team accountable for the organization's performance and the development and implementation of its strategic plan for 6,000 employees.
- Supported and led employee, physician, and patient satisfaction increases, access to healthcare improvements, and; significant reduction of turnover.

- Planned and implemented new selection process and screening methods that resulted in better career matches and increased retention.
- Created and employed a new performance-based compensation system that recognized and rewarded sustained contributions aligned with strategic plan and organizational performance.
- Designed and directed the implementation of new performance management tools, performance metrics, and processes that supported organizational strategies and goals.
- Translated operational strategies and goals into practical and actionable human resource programs that accelerate achievement of business objectives.
- Provided strategic leadership, guidance, and counsel as a strategic member of the human resources leadership team on talent, organization change and team effectiveness.

LOGCAP III THEATER HR/TRAINING SUPERVISOR, KBR (EXAPT AFGHANISTAN & IRAQ)

September 2003 – February 2007

- Provided an HR partnership to multinationals to support complex HR processes and systems and implement significant HR transformation initiatives in matrixed environments.
- Provided effective leadership and direction to the human resources function for a regional expatriate team of over 10,000 employees.
- Managed and implemented the regional application of global human resources policies.
- Lead multiple functions, including; talent acquisition, compensation & benefits, global mobility, and HRIS. In addition, lead, mentor, and provide career development to junior employees within the human resources function.
- Day to day case management of expatriate population including dealing with ad hoc queries, advising on tax and immigration, employee relations, career pathing, and coordinating with vendors. Worked closely with colleagues in other regional mobility teams and other GS departments to provide comprehensive solutions to complex mobility human resource situations or questions.
- Various global and regional project work, including policy and process reviews, vendor reviews and compliance-focused initiatives.

EDUCATION DBA, NORTHCENTRAL UNIVERSITY, SAN DIEGO, CALIFORNIA

Doctor of Business with a concentration in Human Resources Management and Services

MBA, SYRACUSE UNIVERSITY, SYRACUSE, NY

Class Convocation Speaker / Concentration in Organization Management

BA, EDWARD WATERS COLLEGE, JACKSONVILLE, FL

GPA 3.76 Concentration in Business Administration

PROFESSIONAL HUMAN RESOURCES

ACHIEVEMENTS Senior Professional in Human Resources (SPHR)

Society of Human Resources Management Senior Certified Professional (SHRM-SCP)

Strategic HR Business Partner (sHRBP)

Leadership Development & Succession Strategist (LDSS)

Strategic Workforce Planning (SWP)

Senior Human Resources Development Certificate (Rice University)

Advanced Certificate in HR Management (HRCertification.com)

CERTIFICATES

Certified ADA Administrator & COBRA Administrator / FEMA ICS – 200

AWARDS Memorial Healthcare System Deeper Caring Smarter Healthcare CEO Award

Harris Health System Presidents Awards: Certificate of Achievement for Valor 2018

SFBW's 2020 Excellence in Human Resource Award

South Florida's "40 Under 40: Black Leaders of Today and Tomorrow"

African American Achievers (Nominee) In Memory of Jim Moran

HRO Award for HR Excellence in Thought Leadership

149 Black Healthcare Leaders to Know Issued by Becker's Hospital Review

75 Black Healthcare Leaders to Know

Executive Servant Leader Regent's Award Issued by ACHE of North Texas

GD USA Health+Wellness Design Award

Gold Quill Award of Excellence Issued by the International Association of Business Communicators (IABC)

Most Influential Blacks in Corporate America Issued by Savoy Magazine

North America HR Award – Healthcare Issued by HRO Today Association

100 African Americans in Business Issued by National Diversity Council