

hhmi values

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Frequently Asked Questions (FAQ)

OVERVIEW

Q1: What are values and how are they used?

Values are principles that describe what we stand for as an organization. They can create a stronger sense of unity, a shared purpose, and a common language to describe what's most important to HHMI.

Having a set of shared values gives us a way to articulate what is foundational to HHMI, even as our culture evolves. Although the HHMI Values and their supporting behaviors are already demonstrated by many people and programs across the Institute, articulating them allows us to apply them more consistently and intentionally in our work and interactions.

Values help guide how we:

- **Operate.** They build common expectations for making decisions, setting goals, and evaluating outcomes.
- **Behave.** They reinforce the high standards of behavior we expect from every member of the HHMI community.
- **Recognize and celebrate.** They provide a common language and standards for how we recognize programs, teams, and individuals.

Q2: How were the HHMI Values defined?

In 2021, the People & Culture team set out to identify the values most important to HHMI using a variety of inputs, including our priorities, past organizational assessments, and feedback from employees. Working with a cross-section of HHMI employees, and in consultation with senior leadership, the team crafted and refined the language for the values – including definitions and example behaviors – to make them meaningful and applicable to all.

Q3: How do the HHMI Values differ from similar efforts in the past (e.g., the Operations Aspirations introduced in 2017)?

The values build on previous efforts to define guiding principles and behaviors but are intentionally broader to be applicable to everyone at HHMI – those involved in scientific research and education, and those who support these efforts administratively and operationally. We have also established a Values Integration team (refer to Q6: “Who is leading the HHMI Values integration?”) to support the communication, integration, and adoption of the values over the next few years.

INTEGRATION

Q4: How will we integrate the HHMI Values?

The HHMI Values Integration team led by People & Culture and guided by the Executive Steering Committee (refer to Q6: “Who is leading the HHMI Values integration?”) is partnering closely with senior leadership, other HHMI leaders, and representatives from programmatic areas and departments to integrate the values into our programs and employee experiences. This includes initiatives in operations like performance goal setting, recognition, and inclusive recruiting, and initiatives in the scientific and lab environments like Scientific Excellence and Scientific Professional Development.

It will take time for the Institute to fully integrate and adopt the values – leadership is focused on steady integration over time. How we apply the values should evolve with the Institute. We will benefit most from our journey exploring what the values mean to us, not necessarily to reach a specific end-state or destination.

Q5: What is the plan for the first year?

For the first year, we will focus on educating employees about the values. We will introduce language and activities associated with the values through individual performance goal setting, recruiting, and onboarding new employees. Each programmatic area and department will also begin defining more tailored plans and expectations for integrating the values into their work.

Q6: Who is leading the HHMI Values integration?

The HHMI Values program includes a governance structure, detailed below, which is designed to facilitate the best possible integration approach for the Institute and promote full adoption of the values across HHMI. This effort is led by:

- **Cabinet:** Accountable for the adoption of the HHMI Values within the programmatic areas and departments. Includes: *Erin O’Shea, President; Sean Carroll, Vice President, Science and Educational Media Group; Heidi Henning, Vice President and General Counsel; Don Koch, Vice President and Chief Investment Officer; Nelson Spruston, Vice President and Executive Director, Janelia Research Campus; Bodo Stern, Chief of Strategic Initiatives; Blanton Tolbert, Vice President of Science Leadership and Culture; and Leslie Vosshall, Vice President and Chief Scientific Officer.*
- **Executive Steering Committee:** Accountable for ensuring the HHMI Values program goals are aligned with HHMI leadership’s vision; makes decisions related to scope, schedule, and budget. Includes: *Eva Chung, Chief of People & Culture; Heidi Henning, Vice President and General Counsel (also representing Operations); Nelson Spruston, Vice President and*

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Executive Director, Janelia Research Campus; Blanton Tolbert, Vice President of Science Leadership and Culture; and Leslie Vosshall, Vice President and Chief Scientific Officer.

- **Values Integration Sponsor:** Accountable for the planning and sequencing of integration activities. *Eva Chung, Chief of People & Culture.*
- **Values Integration Lead:** Leads values integration activities across the Institute. *Lyndsey Fjellstedt, Director, Learning & Organization Development.*
- **Values Integration Team:** Directly supports senior leadership/sponsors and manages the communication, integration, and adoption of the values across the Institute. *Includes expertise from Learning & Organizational Development, Change Management & Digital Adoption, and Communications.*

Integration Partners: Coordinates with the Values Integration team and leadership to connect the values and initiatives. *Includes representatives from Labs that Work, Scientific Excellence, Janelia, DEI, HR Business Partners, Rewards & Recognition, and Performance Management*

Q7: Will HHMI publicize its values (e.g., post on hhmi.org)?

The initial focus of the values is internal to the Institute. However, we do anticipate publicly sharing our values in the future.

EMPLOYEE, PEOPLE MANAGER, AND LEADER EXPERIENCES

Q8: Why are the values the same for different employee populations?

The values and associated behaviors are intentionally broad to be applicable to all HHMI employees. Whatever your role, you can connect your work to the values. While the language and intent of the HHMI Values will unite all members of our community, each programmatic area and department will define more tailored plans and expectations for integrating the values into their specific work. Individual teams will also be encouraged to consider how they might tailor or expand on behaviors to make them more meaningful to their work.

Q9: How can employees learn more about the values and how to apply them in their work and interactions?

HHMI will provide resources including live and self-paced opportunities for learning about the values and tools for using the values in key processes, such as individual and team goal setting.

Q10: What is expected from all employees after the values launch?

In the first year, we want all employees to dedicate time to learning about HHMI's values and associated behaviors. This may include participating in training, reading and learning about the values,

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and discussing values-related expectations and key behaviors with managers and peers. Employees are also encouraged to work with their managers to incorporate the HHMI Values into goal-setting conversations.

Q11: What is expected from managers after the values launch?

Managers play a critical role in setting the tone for teams and projects at HHMI, so it's crucial that they support the integration of the values. In addition to the expectations listed above, people managers will be invited to participate in manager-specific training, which will focus on incorporating the values into goal-setting conversations for the next year. Managers should hold themselves and their teams accountable for learning about the values and identifying opportunities to incorporate them into one-on-one conversations, team meetings, and planning. Managers should also take time to recognize and celebrate the values in action.

Q12: What is expected from senior leadership (president, vice presidents, and chiefs) after the values launch?

In addition to the expectations listed above, senior leadership will be expected to play a key role in championing the values – regularly communicating about them and incorporating them into strategic priorities and key initiatives. They will also continuously collect feedback from the HHMI community to refine how the values are integrated and recognized across the Institute.