



Human Resources' Strategic Plan

2010



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Web Resources Visit the University Human Resources' Strategic Plan 2010 online at: www.hr.umich.edu/strategicplan

For a copy of University Human Resources' 2007 Human Capital Report visit: <http://hr.umich.edu/humancapital/>

For information about current and ongoing University Human Resources' initiatives, visit: www.hr.umich.edu/initiatives.htm

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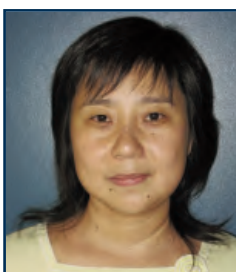


Table of Contents

1. Executive Summary
2. Call to Action: Aligning HR with U-M Strategic Direction
 - a. U-M Strategic Goals and Global Challenges
 - b. Human Capital Trends and Issues
 - c. Expanding Focus of Human Resources
3. The HR Strategic Response: Vision, Mission and Goals
 - a. HR Vision and Values: Creating Excellence
–the U-M HR Community
 - b. HR Mission: Commitment to a Shared Focus
for the U-M HR Community
 - c. HR Strategic Goals and U-M Alignment

The Human Resources' Strategic Plan 2010 is a work in progress. As such, the information in this document is subject to change. For latest plan updates, please visit www.hr.umich.edu/strategicplan.

A Call to Action: Aligning HR with U-M Strategic Direction

Executive Summary

The Human Resources' Strategic Plan aligns Human Resources with the direction and priorities of the University of Michigan. The strategic direction of the University as articulated by President Mary Sue Coleman in "The Michigan Difference" includes:

Strategic Principles

- Move the University of Michigan to a new level of excellence building on academic strengths
- Expand collaborative innovation reaching across traditional disciplines
- Articulate a set of aspirations that will guide future work
- Use these as guideposts for future decisions and ask units, schools, colleges to use these principles to guide their future choices.

Strategic Goals

- We will sustain academic excellence
- We will foster active engagement
- We will build collaborative learning communities
- We will create greater access to Michigan's academic quality

In addition to these overarching University principles and goals, a strategic direction has been established for the University of Michigan Health System by Executive Vice President for Medical Affairs Robert Kelch.

As part of the University of Michigan, we embody The Michigan Difference in the Health System, which is demonstrated through:

- The best people
- Groundbreaking research
- A rich environment

A broad set of institutional challenges must be addressed that have workforce recruitment, development and management implications and are critical to maintaining the University's preeminence as a great public research university.

1. Maintaining and increasing the excellence of the faculty and staff
2. Enhancing shared administrative processes and technology infrastructure
3. Reducing the University's overall exposure to business and catastrophic risks
4. Establishing comprehensive multidisciplinary academic programs
5. Fostering and enabling collaboration across the University
6. Making access to information ubiquitous
7. Assuring high ethical standards are maintained
8. Ensuring faculty, staff and student diversity
9. Enhancing the University's contribution to better and more affordable health care
10. Recruiting or developing successors for leadership and mission critical roles

National trends show the scope of the human resources role is expanding with increasing involvement in business continuity planning, safety and security issues, ethics, workforce productivity, disaster recovery planning for HR data and systems, and executive compensation. The increasing scope of Human Resources' role at the University parallels the national trend.

It is imperative that human resource professionals throughout the University understand the academic, research, business and health care enterprise and provide HR leadership to support schools, colleges, business and health care organizations in the management of a complex and growing workforce. Value is created for the University when HR talent and resources are focused on the issues and challenges that are central to University success.

Human Resources' Strategic Plan

The HR Strategic Response: Vision, Mission and Goals

The Human Resource vision and mission articulate a preferred future that encompasses a world-class HR community of practice providing the knowledge, expertise and infrastructure to develop and sustain the U-M workforce.



Vision
Mission
Goals

HR Vision: To develop through University leadership, the finest HR function anywhere, in a culture where:

- People Thrive
- Partnerships Prevail
- Performance Excels

HR Mission: The University of Michigan Human Resource community provides leading HR services that attract, sustain and inspire excellence in people.

The HR strategic goals articulate the focus of the HR community, outcomes to be achieved and the roles and competencies needed. They create clarity for planning and resource allocation and assure that our actions are aligned with U-M strategy.

1. Develop leading practices in the recruitment, retention and development of outstanding faculty and staff.

- U-M Strategic Alignment:
 - Maintaining and increasing the excellence of the faculty and staff
 - Ensuring faculty, staff and student diversity
 - Recruiting or developing, through career development, successors for leadership and mission critical roles
 - Attracting the best people
 - Sustaining academic excellence

2. Build Human Resources' skills, competencies and expertise to advance University goals.

- U-M Strategic Alignment:
 - Developing HR competence and capability to contribute to moving Michigan to a new level of excellence building on academic strengths.

3. Increase HR contribution to the success of the University of Michigan through Business Intelligence.

- U-M Strategic Alignment:
 - Improving access to information
 - Reducing the University's overall exposure to business and catastrophic risks

Vision
Mission
Goals



4. Support and promote the health and well-being of the University of Michigan community so individuals and the organization thrive.

- U-M Strategic Alignment:
 - Enhancing the University's contribution to better and more affordable health care

5. Foster and maintain a work and learning environment that is inclusive, welcoming and supportive, and is free from discrimination.

- U-M Strategic Alignment:
 - Ensuring faculty, staff and student diversity
 - Fostering and enabling collaboration across the University
 - Maintaining and increasing the excellence of the faculty and staff
 - Assuring high ethical standards are maintained
 - Fostering active engagement

6. Improve HR processes, systems and infrastructure to provide high levels of efficiency, quality and cost-effectiveness.

- U-M Strategic Alignment:
 - Enhancing shared administrative processes and technology infrastructure
 - Reducing the University's overall exposure to business and catastrophic risks

The HR Commitment

HR senior leadership from all campuses have made a commitment: to the University community that we will achieve the following by the end of this decade.

These actions and our commitment are to execute this strategic plan as aligned with University strategic direction and address the institutional challenges that support University excellence.



Projected
Achievements
for 2010...

Goal I. **Develop leading practices in the recruitment, retention and development of outstanding faculty and staff.**

Performance System

- The U-M organizational competency model has been fully integrated into the HRD catalog and management curricula, a website with self-instruction and tools has been implemented and units are integrating it into interviewing/selection and performance feedback practices.
- A “leading practices and learning” performance management strategy that will support the enactment of technical/functional competencies and career community participation has been funded and a project is fully underway (creating technical/functional competency resource, performance development model, manager toolkit, and HRD curriculum).
- A University leadership competency model has been implemented and is used for recruitment/selection, development, and performance management.
- Clear communication concerning the U-M value proposition/total rewards has been implemented to support recruitment and retention and drive actions towards high levels of employee satisfaction.
- U-M centers of expertise support units in enhancing employee engagement leading to an improvement of employee satisfaction scores.
- HR has created a “best case” proposal for the creation of a center of expertise in performance excellence.
- HR is partnering with the Office of the Provost to address the greatest development needs of academic administrative faculty (Deans, Chairs, etc.).
- HR and unit HR representatives are working collaboratively on establishing priorities, selecting leading practice approaches and implementation planning.

HR Policy

- HR policy process is fully revised leading to improved effectiveness and reduced cycle time for policy development, consultation and decision.
- HR policy contributes to the recruitment and retention of faculty and staff.
- Employees have the option of donating their PTO or vacation time to other colleagues in need of additional paid time because of acute illness or an acute illness of their dependent.
- U-M HR policies have been reviewed and revised to ensure that they are aligned with and support the goals of Michigan Healthy Community.

Labor Strategy

- The U-M labor strategy has guided multiple labor contract negotiations that result in satisfactory outcomes.

Goal 2. Build Human Resources' skills, competencies and expertise to advance University goals.

HR Professional Development

- Unit and University HR representatives have partnered to achieve an increase in skills and competencies in contemporary HR strategic practices such as workforce planning.
- A learning strategy and HR curriculum that addresses the professional development needs of the HR community has been implemented.

Goal 3. Increase HR contribution to the success of the University of Michigan through Business Intelligence.

HR Business Intelligence

- A Business Intelligence (BI) development track that includes internal and external course-work, a BI mentoring network and U-M financial investment and support is implemented to improve data literacy in key HR and other University roles.
- A robust U-M BI dashboard integrating U-M Human Resource and other business data for analysis is implemented to enhance strategic decisions.
- The Human Capital Report has evolved into a robust website that includes special focus chapters on human capital issues, solution-based resources and tools to conduct analyses at the unit level.
- There is ongoing development of “push” technology including BI reports and alerts based on department targets.

Projected
Achievements
for 2010...

Goal 4. Support and promote the health and well-being of the University of Michigan community so individuals and the organization thrive.

Michigan Healthy Community

- A five-year leading practices strategic plan for health and well-being programs has been approved, funded and is being implemented.
- An effective risk identification and reduction program, supported by a healthy behavior incentive program, is in place and has achieved a participation rate of at least 50% of faculty and staff.
- Employees are educated about the true cost of health care and the value of personal health through a comprehensive education and communications plan which educates, motivates and empowers them to make good health care decisions.
- 50% or more of U-M faculty and staff participate in at least one Michigan Healthy Community program per year.
- Managers and supervisors are educated about the importance of employee health and well-being and how to effectively address such issues in the workplace.
- U-M has an improved, best practice integrated disability management program, which is reducing short-term disability and absenteeism, improving our return to work results and realizing high supervisor and employee satisfaction.
- A robust integrated data warehouse is established and being used on a regular basis for planning and evaluation related to Michigan Healthy Community goals and administration of the University of Michigan health plans.
- A cost-neutral improved dental plan is in place that meets the expectations of members and providers as determined by a customer survey.
- U-M offers effective, well-utilized disease management programs in partnership with its health plans and other health providers targeted to individuals with health conditions with high cost and productivity implications.
- An effective self-insured benefit program has been implemented that follows key benefit principles, supports prevention, risk reduction, disease management and consumer accountability and controls costs.

Goal 5. **Foster and maintain a work and learning environment that is inclusive, welcoming and supportive, and free from discrimination.**

Employee Engagement

- Voices of the Staff is sustained and contributing to staff satisfaction; engagement programs are implemented within units.
- Voices of the Staff recommendations have been received and are key contributors to the development of programs and practices that address employee interests and engagement.

Diversity and Compliance

- A positive improvement in diversity-related goal achievement has been attained.
- A U-M diversity network has been created to enhance the U-M positive and welcoming work environment.
- Faculty and staff managers are aware of resources and training that address climate issues and allegations of discrimination and harassment and other related issues.
- A comprehensive accessibility review to ensure the usability and ADA compliance of all University buildings has been completed.

Work/Life Resources

- Early childhood curricula are enhanced and aligned across all University children's programs.
- Options for eldercare are enhanced.
- Managers and supervisors are educated about strategies to manage flexible schedules, including phased retirement and gradual return to work after maternity/paternity.
- U-M parents have more options for infant and toddler care and education and for summer school-age care on campus.
- Funding strategies to assist faculty, staff and students with child care costs have been established.
- Research relationships between academic departments, work/life programs and the community are strengthened and expanded.
- An increase in faculty, staff and student satisfaction with child care options on campus and other work/life support services has been achieved.
- The Emergency Hardship Fund is established campus-wide and provides information and resources to employees who are experiencing a financial crisis.

Goal 6. Enhance HR processes, systems and infrastructure to provide high levels of efficiency, quality and cost-effectiveness.

HR Business Process

- Faculty, staff and students are using e-business to complete their University transactions.
- The Academic Appointment Manual is implemented and has improved the efficiency and effectiveness of the faculty appointment process.
- Most staff and temporary appointment processes are conducted online.
- Most unit HR administrators and managers are entering and approving the majority of appointment and pay changes online.
- Enhancements to eMploy have been implemented to better support units and applicants in their recruitment and employment related business process; time to fill has improved toward national standards.
- The HRMS upgrade has been completed resulting in continuing vendor support and tax updates while increasing software usability and positioning the University to implement future enhancements.
- Electronic personnel folders are on the desktop of appropriate HR administrators and officers.
- Enhanced access to benefit and payroll information is provided via technology and offers 24/7 customer service.
- Employees are registering for HRD courses through My LINC, supporting data entry at the source.

Knowledge Management

- Employees have online access to HRD training history, leaders have access to the information for performance management and development plans and customer service has been enhanced through an easy-to-navigate My LINC course registration system.
- HRD classes involve a blended learning online/traditional classroom approach with 24/7 access to learning support.

Controls and Compliance

- The Employment Controls Project is completed and improves compliance with University controls.
- The University has improved the timing and increased the accuracy of I-9 completion.
- The payment for services to individuals (form G, G2 replacement) PeoplePay project and process redesign is successfully implemented.
- The IT security initiative has been completed, removing Social Security numbers and date of birth from the data warehouse.

Nondiscrimination Policy The University of Michigan, as an equal opportunity/affirmative action employer, complies with all applicable federal and state laws regarding nondiscrimination and affirmative action, including Title IX of the Education Amendments of 1972 and Section 504 of the Rehabilitation Act of 1973. The University of Michigan is committed to a policy of nondiscrimination and equal opportunity for all persons regardless of race, sex*, color, religion, creed, national origin or ancestry, age, marital status, sexual orientation, disability, or Vietnam-era veteran status in employment, educational programs and activities, and admissions. Inquiries or complaints may be addressed to the Senior Director for Institutional Equity and Title IX/Section 504 Coordinator, Office for Institutional Equity, 2072 Administrative Services Building, Ann Arbor, Michigan 48109-1432, 734-763-0235, TTY 734-647-1388. For other University of Michigan information call 734-764-1817.

*Includes discrimination based on gender identity and gender expression.

