



STRATEGIC PLAN UPDATE 2016

Vision

Our strategic aspiration is to create an HR community where people thrive, partnerships prevail and performance excels.

HR Strategic Goals and Accomplishments

1. **Leadership**—Strengthen leadership capability throughout the university to promote high levels of performance and productivity and sustain excellence.

Leadership Development

Accomplishment: New [Learning & Professional Development](#) (LPD) unit name and tag line “Developing the Leader in You” implemented in 2015 aligns services and curriculum to UHR leadership development goal.

Metric: [Rebranded service area supports HR strategic goals and B&F strategic initiatives.](#)

Accomplishment: [New LPD online course selection tool based on U-M Organizational Competencies](#) helps guide professional development.

Metric: 823 users since launch. [View the complete list of LPD course offerings.](#)

Accomplishment: LPD developed and presented a current state report of U-M leadership development to key stakeholders and Business & Finance senior leadership.

Metric: Report completed in April 2015. [View the LPD Leadership Development Map.](#)

Accomplishment: [MHealthy](#) developed a supervisor training program in 2015 based on focus groups conducted with supervisors across campuses in 2014. The training program and accompanying toolkit aim to inspire leaders to reinvent their team’s culture, overcome barriers to creating a healthy work environment and understand the many dimensions of well-being.

Metric: Over 120 supervisors participated in nine focus groups across campuses. Curriculum developed as a result of these focus groups was piloted in December 2015 and will be rolled out in 2016.

Accomplishment: MHealthy engaged leadership through distribution of unit-level reports each year to campus and Health System leadership. These reports aid in better understanding unit-level health risks and overall health status.

Metric: MHealthy staff are using the [MHealthy Annual Report](#) to work with units to address their specific health needs.

Performance Management

Accomplishment: Funding secured for annual, no-cost U-M wide [Career Development Conference](#) and 3-4 annual classes.

Metric: 92-98 percent satisfaction rating. June 2015 conference was attended by 300 participants—a 100 percent increase over prior year.

Accomplishment: LPD collaborated with Office of Research and Sponsored Projects on a new program for research administrators incorporating best practices in learning and development.

Metric: Post-program evaluations ratings are 4.8 based on a 5-point scale.

Workforce Planning

Accomplishment: A Succession Planning Toolkit for schools, colleges and units is now available on the HR Community of Practice website.

Metric: Thirty-three percent of all staff and 44 percent of managers will be eligible to retire by 2021.



2. Health and Well-Being—Improve the university community’s health and well-being and enhance productivity.

Keep the well and at-risk healthy.

Accomplishment: Three-year [Diabetes prevention pilot](#) implemented in Premier Care plan in 2015.

Metric: 240 members enrolled as of April 2016.

Accomplishment: MHealthy continues to involve a large percentage of the university population in its programs.

Metric: The [MHealthy Rewards](#) program attracts over 20,000 participants annually. [Active U](#) consistently enrolls 10,000-15,000 individuals annually. Over 1,000 individuals participated in MHealthy’s new Ready-to-Lose program in 2015, a six-month program focused on adopting healthy practices for long-term sustainability of weight management. Exercise and Relaxation classes signed up over 1,500 unique participants in 2015 and over 180 employees, patients, students and community members participated in tobacco treatment services through TCS.

Accomplishment: MHealthy’s first five-year evaluation was completed in 2015.

Metric: Results were shared with executive vice presidents, which resulted in reframing of the mission and strategic goals of MHealthy to focus on continuing to build the culture of health, supporting the U-M’s employer of choice goals and helping individuals at high risk and/or with chronic conditions.

Accomplishment: MHealthy implemented new programming and initiatives that continue to address stress in faculty and staff at the individual, social and organizational levels.

Metric: The MHealthy Thrive program, a comprehensive stress management and prevention program, was launched in late 2013. A subcommittee of the MHealthy Faculty Advisory Committee was also formed to address stress as a risk factor specifically among faculty, with recommendations on specific actions to be taken to be completed in 2016.

Accomplishment: MHealthy has worked with university partners to improve availability and accessibility to healthy food through work with vendor contracts and implementing farmers markets and other efforts.

Metric: Farmers markets and/or produce carts are offered each summer at locations such as the Michigan Union, Pierpont Commons, NCRC, the University Hospital Courtyard, Wolverine Tower and KMS. Contractual agreements are in place for MHealthy approved items (eg: catering menus at the main hospital have 60 percent MHealthy approved items).

Accomplishment: Subcommittee formed to address stress as a risk factor among faculty.

Metric: Recommendations on specific actions to be taken to be completed in 2016.

Leverage our health plan and benefit designs to optimize the use of health care.

Accomplishment: Health care and benefit plan designs optimized.

- Physical therapy benefit redesigned
- In-vitro fertilization benefit introduced
- Autism coverage expanded
- Diabetes prevention pilot implemented

Metric: [View Health Plans information on the UHR website.](#)

Accomplishment: Generic prescription drug utilization maximized, saving money for U-M and employees.

Metric: 85.9 percent utilization rate for generic prescription drugs is slightly higher than national average (83.4 percent).

Accomplishment: As of Jan. 1, 2016, the university began offering medical and prescription drug coverage to full-time temporary employees and certain others to respond to Affordable Care Act Employer Shared Responsibility requirements.

Metric: Ninety-eight percent compliance rate as of January 31, 2016. Temporary employees who are hired to work 30 or more hours per week are now able to elect health coverage as of the start of employment. [Read more in The University Record.](#)

Accomplishment: Annual communications for open enrollment, including plan changes and campaigns to increase participation in selected plans.

Metric: 91.6 percent of employees report feeling well informed about their benefit choices (Source: Open Enrollment Surveys 2011-15).


Accomplishment: Increased awareness/participation in [mail order prescription plan](#).

Metric: 3,000 prescriptions moved to mail order since program launch.

Leverage the U-M Health care delivery system to help contain costs and optimize care for the chronically ill.

Accomplishment: Value-based payment approach for primary care delivered by UMHS for Premier Care members which supports efficient, high-quality care. Work team and project plan created and payment parameters for primary care providers confirmed.

Metric: Development of primary care capitation rates by July 1, 2016. Standards for quality and efficiency will be implemented in 2017.



3. Efficiency and Effectiveness—Achieve financial efficiency and increase operational effectiveness to advance and support university goals.

U-M Health System will develop a model for HR service delivery that aligns with the mission of the Health System, eliminates redundancies and results in high-quality, cost effective service.

Accomplishment: Basic Retirement Plan changes implemented in January 2015. Changes included adjusted contribution from ten to nine percent for Hospitals and Health Center employees.

Metric: Retirement plan expenditures reduced by \$8.9 million for CY 2015

Accomplishment: Significant economic value and operational gains achieved in 2013 during expedited labor negotiations with five bargaining units.

Metric: Current labor union contract agreements.

Partner with ITS to support the split of the combined student and human resources databases and upgrade processes.

Accomplishment: Upgrade completed in July 2015 with major enhancements to HR workflow transactions. PeopleTools and Oracle upgrade and additional enhancements to HR workflow are in progress.

Metric: 37 percent reduction in turnaround time to complete transactions.

Provide management strategies and implementation support promoting workforce flexibility to optimize productivity.

Accomplishment: New UHR website launched incorporating a responsive design that allows optimal navigation on computers, tablets and smartphones.

Metric: Site content consolidated from 1900 to 800 pages to meet goals of readability and ease of navigation. In the first six months following the launch, one out of every six visitors were from smartphone or tablet users.

Implement redesigned business processes, additional self-service, improved workflow and common data definitions to replace paper forms and manual processes so that work can be shifted from tactical to strategic and compliance priorities.

Accomplishment: Shared Services Center went live in two phases, transitioning over 30 UHR staff. Increased automation and centralization of I-9 achieved.

Metric: The university processes more than 4 million finance and HR transactions each year to support its 45,000 faculty and staff. The SSC consolidates many of those transactions with experts from academic and administrative units. Read more in The University Record.

Accomplishment: HR Communications provided a communications strategy to support the opening of the Shared Services Center.


Metric: Articles, resource documents, moving guide and welcome packet smoothed transition.

Establish and report metrics to influence and inform strategic decision-making and workforce planning.

Accomplishment: TABLEAU reporting tool implemented, resulting in redesign of HR institutional reports. New government compliance table in process.

Metric: Reporting updates increase annual reporting efficiency and allow interactive filtering and sorting of data.

Point and click features added to the Human Capital Report give units easy access to key data for decision making.



4. **Culture and Climate**—Facilitate a workplace culture and climate that is respectful, inclusive, collaborative, safe and healthy.

Diversity and Inclusion

Accomplishment: New UHR website provides increased support for users with visual and motor disabilities.

Metric: Best practices and opportunities for improving accessibility identified with consultation with the Web Accessibility Working Group. Thirty-seven videos available on the UHR website are now captioned for accessibility.

Accomplishment: 5-year strategic plan developed for Staff Committee on Diversity, Equity and Inclusion as part of the university-wide Diversity, Equity and Inclusion initiative.

Metric: Six discussion groups held to inform committee recommendations, with 54 discussion group participants and 144 online survey responses. [View the Staff Committee on Diversity, Equity and Inclusion Report.](#)

Safety and Health

Accomplishment: Increased Optional Life Insurance coverage up to eight times annual salary; increased maximum coverage to \$1.5 million.

Metric: 9,996 faculty and staff enrolled or increased their level of coverage.

Accomplishment: Since 2011, the [Office for Institutional Equity](#) has worked closely with the Dean of Students, Office of Student Conflict Resolution, the Sexual Assault Prevention and Awareness Center and Office of General Counsel to develop and implement a policy that addresses student sexual misconduct.

Metric: [View the Student Sexual Misconduct Policy, the university's response procedure and related information.](#)

Accomplishment: Working closely with campus partners, the Office for Institutional Equity helped facilitate greater access to campus for persons with disabilities.

Metric: From FY 2012 to the present, OIE partnered with Architecture, Engineering and Construction to approve 54 projects funded using the ADA Fund. Total cost: \$1,180,378.

Accomplishment: From January 2015 through March 2016. OIE conducted 166 training events.

Metric: Over 7,000 participants attended the training sessions. [View list of training programs provided.](#)

Accomplishment: [Work-Life Resource Center](#) facilitated a campus-wide committee that developed plans to support critical staff during a severe weather or other emergency.

Metric: The system worked well to support critical staff and reduce the number of people on campus during two severe weather emergencies.

Accomplishment: [Ergonomics Awareness Grants](#) awarded for workplace safety improvements in Health System units, UM-Flint Event and Building Services and Ann Arbor Campus.

Metric: \$45,000 awarded for ergonomic improvements that reduce risks and improve safety for staff, patients and campus visitors in 2015.

Workplace Culture

Accomplishment: Continuing recognition by the Chronicle of Higher Education as a [“Great College to Work For.”](#)

Metric: [Two hundred eighty-one institutions took part in the latest annual survey and 86 colleges and universities made the list.](#) U-M also made the 2015 Honor Roll as a standout institution in its size category.

Accomplishment: Expanded access to quality lactation spaces for new mothers.

Metric: [100 percent increase in lactation spaces and buildings housing spaces since 2011.](#)

Accomplishment: U-M was awarded the World at Work Seal of Distinction in 2015 and 2016 by the WorldatWork Alliance for Work-Life Progress for its outstanding work-life and early childhood education programs.

Metric: Prestigious national recognition received two years in a row. U-M is one of only 16 universities recognized. [Read The University Record article.](#)

Accomplishment: Program philosophies, curricula, staff onboarding, performance management, staff training and family involvement have all been significantly developed at the [Children’s Centers](#) since 2013.

Metric: Health System Children’s Center was reaccredited by the National Association for Young Children and Towsley Children’s House received a 4-star rating (five stars demonstrates highest quality) from the Michigan Quality Rating and Improvement System (QRIS). All centers are now in process to receive accreditation and QRIS ratings.

Accomplishment: In 2015, Voices of the Staff celebrated ten years 10 years of championing staff engagement as a way to support the university’s missions.

Metric: Since its inception, Voices has had over 700 participants logging over 4,000 hours of volunteer service, ten annual meetings with the President and other executive officers, 720 monthly meetings, and has initiated and led more than a dozen research and other projects to fruition. [Read the 2014-15 Voices Annual Report-Special Edition.](#)

Accomplishment: MHealthy has increased the number and engagement of its Wellness Champions.

Metric: The number of champions increased to nearly 500 Wellness Champions across the campus and health system. Engagement in the program has also increased with over 110 Wellness Champions completing the ACES program.