**MISSION** Enable an HR partner-centric community of practice where HR professionals come together to collaborate, learn, grow and develop.

**VISION** To resonate with all members of the HR community and help them feel proud, excited, motivated, and part of something much bigger than themselves. Provide cutting edge programs for their competency development.

**COMMITMENT TO THE INSTITUTION** The University of Michigan faces a variety of complex institutional challenges. To address these challenges, Human Resources, in collaboration with our partners in schools, colleges and units across the university, must provide knowledge, service and excellence that transcends organizational boundaries. This strategic plan aligns the UMHR Community of Practice to those priorities.

**CRITICAL SUCCESS FACTORS**

**HR COMMUNITY**
- Domain that energizes a core group
- Skilled and reputable leaders
- Involvement of experts
- Address details of HR practice
- Right mix of activities

**HR ORGANIZATION**
- Strategic relevance of domain
- Visible management sponsorship
- No micro-management
- Formal and informal structures
- Consistent positive attitude

**FACTORS THAT WILL GUIDE THE STRATEGIC PLAN**
- Connect people who might not otherwise interact with one another.
- Provide a shared context for HR professionals to communicate and share information, stories and personal experiences in a way that builds understanding and insight.
- Enable dialogue to explore new possibilities, solve challenging problems, and create new mutually beneficial opportunities.
- Diffuse existing knowledge to improve HR practices by providing a forum to identify solutions to common problems and a process to collect and evaluate best practices.
- Transform HR practices to accommodate changes in technology.

**CORE VALUES THAT WILL SHAPE OUR ACTIONS**
- We will value our HR colleagues and respect the changing dynamics within HR.
- Commitment to the institution and build a collaborative learning community to champion the mission and values of the University.
- Introduce competency development programs that are relevant, current and provide education and value to our peers and colleagues.
- For each set of ideas, expand them and explore their potential to position the university to a new plateau of success.
- Use data to measure what we do and the impact it has on our actions and behaviors.

**ENSURE SUCCESS OF THE STRATEGIC PLAN**
- Provide support in difficult times, e.g., COVID-19 pandemic, remote work
- Identify the greatest challenges/needs through annual surveys
- Provide strategies/competencies for crisis management
- Enable opportunities for knowledge sharing
- Be able to pivot in response to current HR issues
- Be agile enough to respond in a crisis mode
- Navigate new ideas and approaches but not be redundant
- Provide opportunity for collaboration
- Use data to measure competency development programs

**STATED PURPOSE** Engage HR professionals and harness the collective intelligence of the HR community. Lead and advance the HR profession to be better aligned to help the university achieve its goals and objectives. Support a shared vision to create and transfer HR knowledge. Champion HR competency development by embracing the Dave Ulrich HR Competency Model. Create opportunities for collaboration to better align talents to achieve greater success.