Human Resources
STRATEGIC PLAN
2011-2016

An HR community
where people thrive,
partnerships prevail
& performance excels.

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

VISION
Our strategic aspirations are to create an HR community where people thrive, partnerships prevail and performance excels.

COMMITMENT
The Human Resource community will help sustain academic excellence, foster active engagement and build collaborative learning communities to champion the mission and values of the University of Michigan.

INSTITUTIONAL PRIORITIES
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 transcend organizational boundaries. This strategic plan aligns Human Resources with ten top priorities identified through discussion and consultation with senior university leaders, the University of Michigan HR community and human resource thought leaders in higher education.

HUMAN RESOURCES SENIOR LEADERSHIP TEAM
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WORKFORCE EXCELLENCE: Maintain and increase the excellence of the faculty and staff to sustain our position as a great public research university.

BUSINESS INFRASTRUCTURE EFFICIENCY: Enhance the efficiency and effectiveness of business processes and technology to support excellence and control costs.

GLOBAL COMMUNITY: Provide faculty and students with international learning and teaching experiences that will prepare them to be effective and contributing members of the global community.

INNOVATION AND DISCOVERY: Create an environment that fosters innovation, discovery, collaboration and interdisciplinary research.

WORKFORCE DIVERSITY: Increase the diversity of our faculty and staff to ensure that a broad set of ideas, cultural experience and knowledge remain hallmarks of U-M teaching and research.

HIGH ETHICAL STANDARDS: Ensure that our actions and behaviors are grounded in high ethical standards and contribute to a respectful and welcoming work environment.

HEALTH AND WELL-BEING: Advance health care detection, treatment, prevention and policy that will improve the health of our community, the nation and the globe.

LEADERSHIP: Recruit, retain and develop the successors for U-M leadership and mission-critical roles to provide strategic direction and lead in innovative learning and research.

SUSTAINABLE ENVIRONMENT: Enact tools and strategies to enhance sustainable practices in all of our operations and to ensure the viability and quality of our environment.

ECONOMIC DEVELOPMENT: Develop partnerships with industry and government to transform leading-edge research into innovative joint ventures that drive economic growth and entrepreneurship.

HUMAN RESOURCES’ STRATEGIC RESPONSE
The Human Resources’ Strategic Plan aligns HR goals with the top challenges facing the university. HR’s strategic goals are:

LEADERSHIP: Strengthen leadership capability and capacity throughout the University of Michigan to encourage high levels of performance and productivity that sustain excellence.

HEALTH & WELL-BEING: Improve the university community’s health and well-being, reduce the health care cost trend and enhance productivity.

EFFICIENCY AND EFFECTIVENESS: Achieve financial efficiency and increase operational effectiveness to support and advance university goals.

CULTURE AND CLIMATE: Facilitate a workplace culture and climate that is respectful, inclusive, collaborative, safe and healthy.
**HR GUIDING PRINCIPLES**

Excellence, stewardship and partnership are the guiding principles of University of Michigan Human Resources.

These principles guide human resource decision-making at the university by measuring to what extent the issue:

- Aligns with the missions of the university.
- Fosters an environment that allows faculty, students, staff and organizational units to lead and excel.
- Supports the recruitment and retention of high-caliber faculty, students, and staff.
- Complies with all applicable laws, regulations and policies.
- Employs best practices and leads in innovation and quality.
- Promotes fairness and equity.
- Fosters diversity and inclusion.
- Demonstrates fiscal responsibility and resource stewardship.
- Promotes ethical behavior in the community.

**PICTURE THIS: A VISION OF HR’S FUTURE SUCCESS**

On January 1, 2016 University Human Resources, in collaboration with unit human resource partners across the university, are working with University of Michigan leadership to proactively identify and articulate strategic human resource management challenges, provide expert advice and counsel and lead in implementing best practices.

Human resources (HR) is recognized as adding high value to the achievement of the University of Michigan’s mission and to the university community by supporting faculty and staff performance, productivity, work/life balance and well-being. HR is also seen as a prudent financial steward through its implementation of efficient and cost-effective practices, programs and services.

Across the university, HR professionals are capable, competent and service oriented. They share a common set of values characterized by trust, collaboration, communication and partnership and take pride in their contribution to the success of the university.
STRATEGIC GOALS
HR leadership has made a commitment to the university community to achieve the following by the end of Fiscal Year 2016.

STRATEGIC GOAL: LEADERSHIP
Strengthen leadership capability throughout the university to promote high levels of performance and productivity and sustain excellence.

OBJECTIVES:
Leadership Development
Develop leadership on all campuses using the U-M organizational competencies as a framework.
• Support strength and capability at the senior management and executive level.
• Integrate U-M core competencies at multiple levels within the workforce to increase performance and productivity.

Performance Management
Implement a university-wide performance management system using technology that allows flexibility at the local departmental level. Identify both high performers and areas for development, including professional and career development training using performance metrics.

Promote greater leadership capability in the areas of greatest strategic need and support individual career growth to enhance our workplace environment.

Workforce Planning
Collaborate with our unit partners to provide leadership in developing effective solutions for workforce planning. Provide leaders with different workforce scenarios and models using data gathering, analysis and forecasting tools that enable multi-year recruitment and selection plans, succession planning, leadership development and retention and performance management strategies.

STRATEGIC GOAL: HEALTH & WELL-BEING
Improve the university community’s health and well-being, reduce the health care cost trend and enhance productivity.

OBJECTIVES:
Utilize U-M’s world-class position in education, research and health care through partnerships that maximize our resources and benefits to remain an employer of choice.

Keep the well and at-risk healthy.
• Maximize healthy behaviors of benefits-eligible faculty and staff by achieving and maintaining high participation in MHealthy programs.
• Offer regular opportunities to identify health risk factors and access high-quality interventions to reduce them.
• Implement targeted interventions to help faculty, staff and their families better manage chronic conditions that impact health costs, absenteeism, productivity and quality of life.
• Implement cultural and physical improvements to support healthy behaviors, such as social and policy support, leadership activities, improved fitness center access, healthy food availability, and space for lactation.
• Complete MHealthy’s first five-year evaluation (through CY 2013) to assess progress and develop an action plan that ensures success.

Leverage our health plan and benefit designs to optimize the use of health care.
• Investigate health plan designs that promote engagement, prevention and health improvement.
• Investigate value-based insurance designs (VBID) to maximize the value of health care dollars.
• Identify and implement innovative benefit design strategies.
Leverage the U-M health care delivery system to help contain costs and optimize care for the chronically ill.
Partner with the U-M Health System to increase the use of coordinated care efforts for the chronically ill.
Analyze and implement provisions of national and state health care reform.
• Implement provisions of the Patient Protection and Accountable Care Act.
• Analyze, design and potentially implement health reforms while maintaining adherence to U-M benefits guiding principles.

STRATEGIC GOAL: EFFICIENCY & EFFECTIVENESS
Achieve financial efficiency and increase operational effectiveness to advance and support university goals.

OBJECTIVES:
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.

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

Benefits of this work include:
• Staying in support with our vendor and avoiding extended support fees.
• Future flexibility on planning smaller, more efficient application upgrades to only the HCM application (without need to plan around student business cycles).
• Access to enhanced technology to better support talent management capabilities.

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

Focus on:
• Telecommuting/flexible schedules (physical space, enabling technologies).

• Professional contingent workforce.
• Best practices for temporary/contingent workforce.

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.

This work includes:
• Employee self-service optimization.
• Electronic solution applied to other job classifications for hiring.
• Faculty, staff, student and temporary staff processing.

Establish and report metrics to influence and inform strategic decision-making and workforce planning in the areas of:
• Operational metrics.
• Performance management.
• Talent and leadership.
• Workforce engagement and culture.
• Workforce demographics.

Participate in and support shared services.

This work includes:
• Enterprise system enhancements.
• Service management support systems.
• Realignment/changes to service centers and transactional resources.
• Leveraging enterprise-wide learning management system.

Investigate a learning management system that furthers knowledge transfer by identifying training requirements and capturing information on training taken.
• Develop and apply processes and policies that support regulatory and compliance programs and mandates.

STRATEGIC GOAL: CULTURE & CLIMATE
Facilitate a workplace culture and climate that is respectful, inclusive, collaborative, safe and healthy.

OBJECTIVES:
Diversity and Inclusion
• Develop plans to promote diversity and cultural competency among faculty and staff across all Hospital and Health System programs and advance a vision to target underserved populations in clinical care and research endeavors.
• Ensure that all members of our community, including individuals with disabilities, have equal access to, and can fully participate in, all aspects of the U-M’s information technology.

• Continue to create and implement structures, services, programs, and education relative to all aspects of campus life for faculty, staff, students, patients and visitors with disabilities.
• Continue to improve faculty and staff employment search processes and related data collection and use.

Safety and Health
• Develop, implement and continuously evaluate a more robust engagement plan for U-M Wellness Champions to fully engage them in this goal.
• Implement and continuously evaluate the recommendations of the MHealthy Stress Management Task Force, which identified actions at the individual, social and organizational levels to help faculty and staff better manage stress.
• Increase number and quality of spaces for lactation and/or nursing for new mothers across campus.

Workplace Culture
• Implement a “Leaders at All Levels” development program and processes focused on the personal and organizational value of creating a healthy workplace culture, moving us to the next level of cultural transformation by educating and inspiring leaders at all levels in the organization.
• Develop a robust set of guidelines, approaches and tools in concert with faculty to allow deans to be more proactive in setting standards for acceptable behavior and productivity during tenure track.
• Develop a set of guidelines, approaches and tools to enhance the role of senior or emeritus faculty.

• Develop a set of policy recommendations that will support the recent change in time to tenure from eight to ten years, and the changes made for research faculty.

Work/Life Climate

• Provide seamless access to elementary school-age programs through collaboration with all university providers of these services and streamlining of registration systems.

• Attain national accreditation for all Children’s Centers.

• Sustain positive operations budget in Children’s Centers.

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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. The University of Michigan is committed to a policy of equal opportunity for all persons and does not discriminate on the basis of race, color, national origin, age, marital status, sex, sexual orientation, gender identity, gender expression, disability, religion, height, weight, or 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/ADA Coordinator, Office of 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.

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