HR STRATEGIC GOAL: LEADERSHIP DEVELOPMENT

Strengthen leadership capability and capacity throughout the university.

- A needs assessment, identification of a U-M enterprise sponsor and mapping of the leadership development “current state” have been initiated to provide a basis for benchmarking and future planning.

Implement a university-wide performance management system.

- Work will begin to update the Performance Management Initiative (PMI) business case for FY2016 technology priority setting across the university.

Collaborate with unit partners to provide leadership in developing effective solutions for workforce planning.

- A workforce planning toolkit developed by the HR Community of Practice is now available on the Community of Practice website as a resource for units involved in the Administrative Services Transformation, MiWorkspace implementation and the IT Rationalization initiative.

HR STRATEGIC GOAL: HEALTH & WELL-BEING

Keep the well and at-risk healthy.

- **Contributions to Research and Teaching** – In collaboration with the Benefits Office, the Compliance Office and the MHealthy Scientific Advisory Committee, a de-identified research data extract was established for use by pre-approved U-M researchers to develop scientific publications and grant proposals. In addition, MHealthy provided internships and training for students from the Schools of Public Health, Nursing, and Kinesiology.

- **Occupational Health Services** – The OHS clinic continued to be a very busy service with 15,420 health care provider visits and 31,337 visits for ancillary services such as flu shots, TB tests, audiograms, respirator fit testing and other medical surveillance exams.

- **Physical Activity** – Over 16,200 individuals participated in Active U in 2013, up from 10,663 in 2012. Another 1,200 received a personal fitness consultation by one of our exercise specialists. During 2013, over 760 individuals participated each semester (fall, winter and spring/summer) in MHealthy exercise classes offered in numerous buildings throughout the Ann Arbor campus.

- **Nutrition and Weight Management** – About 1,000 employees participated in at least one 12-week Weight Watchers session and another 1,000 participated in a nutrition consultation
session with MHealthy dietitians. A very popular program this year was the expansion of farmer’s markets and produce carts throughout the University.

- **Tobacco Consultation Service** – TCS staff saw almost 6,000 inpatient smokers for the Health System and provided relapse support post-discharge to almost 900. 239 individuals (both employees and outpatients) participated in TCS individual or group tobacco treatment programs. 647 employees and their spouses/OQAs submitted claims for prescription smoking aids and 228 received co-pay reductions for over-the-counter smoking cessation products.

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

- The Benefits Office continues to utilize the Medical Benefits Advisory Committee and the Pharmacy Benefits Advisory Committee to identify and implement innovative benefit strategies.
- Changes have included the redesign of the physical therapy benefit, introduction of an in-vitro fertilization benefit, expansion of autism coverage and exploration of a diabetes prevention program.
- With the leadership of the Benefits Office the U-M has achieved an 85% utilization rate for generic prescription drugs which maximize the value of health care dollars for the employee and the university.

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

- Implementation of the Patient Protection and Affordable Care Act and the Health Care and Education Reconciliation Act, including tracking and reporting provisions and the Employer Shared Responsibility provisions, is currently in process.

**HR STRATEGIC GOAL: EFFICIENCY AND EFFECTIVENESS**

**Partner with Information Technology Services to support the split of the combined student and human resources databases and upgrade processes.**

- The database split for human resources and student data was completed successfully. ITS and UHR partnered to complete the split so that Oracle can continue to support this administrative system to serve student and HR administrative interests.

**Implement redesigned business processes so that work can be shifted from tactical to strategic and compliance priorities.**

- Unit and UHR representatives partnered to develop standardized HR business processes which create efficiencies and support the automation of HR transaction and business processes. This will result in significant efficiency, cost-saving and timeliness in transaction processing and will enhance internal controls.
- The HR/Payroll/Benefits Service Center went live on the case management/knowledge management tool in preparation for its broader use in the Shared Services Center.
• A new technology-based “life events” employee self-service has been implemented to improve HR customer service.
• E-Recruit can now be used to source temporary employees.
• Background checks are being expanded to include faculty, GSA, educational checks for staff and temporary employees.

Establish and report metrics for strategic decision-making and workforce planning.
• Tableau, a new front-end reporting tool, has been implemented in HRRIS to enhance human capital reporting.

Provide management strategies and implementation support to promote workforce flexibility and optimize productivity.
• Work/Life Resource Center provides one-on-one consultation with units concerning flexible work options. The Work/Life website has recently updated a section on this topic about employer/supervisor responsibility.
• Work/Life Champions are serving as mentors to those who need guidance on managing flex schedules and creating a culture of flexibility that supports the U-M value of work/life balance for enhanced performance and productivity.
• A needs assessment of unit activity in event planning, research grant writing and project management has been initiated to determine if a pool of contingent workforce talent is needed through Temporary Staffing Services.

Participate in and support shared services.
• The Associate Vice President for Human Resources is the lead for the workforce transition planning and implementation and is partnering with the Executive Director of Shared Services and Administrative Services Transformation (AST) project leadership.
• An employee engagement plan has been implemented to create a welcoming work environment that supports high performance and productivity.

Develop and apply processes and policies that support regulatory and compliance programs and mandates.
• Staff HR, Academic HR and the Office for Institutional Equity have implemented processes and policy changes across the university that support federal regulatory and legal compliance and help U-M more effectively monitor recruitment, retention and outreach.

**HR STRATEGIC GOAL: CULTURE AND CLIMATE**

Increase the number and quality of spaces for lactation and/or nursing for new mothers across the university.
• Lactation spaces have increased by 10 dedicated spaces over the past year. Most notably, there is now one space for the Cancer Center which had none, and one at the Cardiovascular Center, with six additional spaces planned within the Health System.

**Attain national accreditation for all U-M Children’s Centers.**

• Preparation for national accreditation of the Children’s Centers has begun.

**Sustain positive operating budgets in the Children’s Centers.**

• A business plan was submitted to U-M executives outlining the real costs of running the centers. Approval was given to raise tuition while watching affordability.

**Provide information and support for critical staff during severe weather events.**

• Work/Life Resource Center will provide guidance to staff during severe weather events, including information about travel and on-site accommodations.

**Diversity and Inclusion**

• The Office for Institutional Equity has hired a part-time staff member to partner with OIE’s Web Accessibility and System Technology Coordinator and ITS on a review of U-M websites and computer systems to assess accessibility and to ensure that persons with disabilities are able to benefit from university programs, services and activities. An interactive online accessibility map has been implemented for persons with disabilities to provide guidance on accessible routes and facilities.

• The Office for Institutional Equity is finalizing a manager’s toolkit which will provide guidance and information for addressing accommodation requests from employees with disabilities.

• The Office for Institutional Equity developed and implemented a Business & Finance search manual for the entire search process, with particular focus on diversity.

• The Office for Institutional Equity annually collects, analyzes and shares hiring data, including applicant pools and hiring goals in accordance with federal law. In addition, the Office provides a resource for developing recruitment strategies focused on diversity.

**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.**

• The faculty Standard Practice Guide “Standards of Professional Conduct” has been completed and implemented.

**Develop a set of policy recommendations that will support the recent change in time to tenure from eight to ten years.**
• Policy recommendations to support the change in tenure guidelines have been completed and implemented.

Develop, implement and continuously evaluate a robust engagement plan for U-M Wellness Champions.

• A newly designed Wellness Champion engagement program was introduced in 2013.

Implement and continuously evaluate the recommendations of the MHealthy Stress Management Task Force.

• New individual and department stress management program options were rolled out under the MHealthy Thrive program, which launched in November 2013. New program options include:
  o Relaxing under the stars at the U-M Museum of Natural History Planetarium.
  o Guided discussions on managing email stress
  o Expanded offerings for classes on financial wellness, mindfulness and meditation.