Welcome to connecting the dots 2022
Welcome and introductions

- Host: Peggy Sheagren, Chief of Staff and Director of Operations, University Human Resources
- Panelist: Jaime Cox, Director of Human Resources, Office of Student Life
- Panelist: Amy Peters, Director of Research, Computing & Infrastructure, LSA Technology Services
- Panelist: Paul Sturgis, Senior Director of HR Strategy and Organizational Effectiveness, Michigan Medicine Human Resources
Our hopes for you today

- Take in some relevant research on the importance of staying connected at work
- Learn about the work of the campus Future of Work Steering Group
- Hear experiences from panelists about staying connected at the individual, team and unit levels
- Commit to trying a few new activities that will support building new norms of connectedness
Let’s start with a few polls!

Is your current work arrangement:

✔ Fully remote - I exclusively work offsite

✔ Hybrid - some work onsite/some work offsite

✔ Fully onsite - I exclusively work at my U-M assigned work location
Let’s start with a few polls!

For which campus do you work?

- Ann Arbor Campus
- Michigan Medicine
- Dearborn Campus
- Flint Campus
- Other
Let’s start with a few polls!

How connected do you feel to your work-team?

1-5 scale - 1=Low, 5=High
Of job holders in the United States, 58 percent—the equivalent of 92 million people—say they can work remotely at least part of the time.

**Availability of remote-work options, % of employed respondents (n = 13,896)^1**

- Offered remote work on a full-time basis: 35
- Offered remote work part-time or on occasion: 23
- Not offered remote-work opportunities: 42

(Number of workers, extrapolated^2)
- 55 million
- 36 million
- 66 million


^1Includes respondents who answered "I don't know" (%).
The ups and downs of new or existing work arrangements

<table>
<thead>
<tr>
<th>Greater career opportunities</th>
<th>Fewer career opportunities</th>
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<tbody>
<tr>
<td>Ample support from colleagues</td>
<td>Loneliness and isolation</td>
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<tr>
<td>Richer and more frequent communication</td>
<td>Communication is sporadic and less authentic</td>
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<tr>
<td>Spending more on home technology</td>
<td>Spending more/same on parking, commute</td>
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<tr>
<td>More distractions while working</td>
<td>More distractions while working</td>
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<tr>
<td>More productive</td>
<td>Less productive</td>
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<tr>
<td>Greater work/life balance</td>
<td>Less work/life balance</td>
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</tbody>
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Research on the importance of staying connected

- Quality, frequency and nature of work interactions are changing as we settle in to new work modes
- Most significant factor in loneliness and isolation was lack of support from colleagues at work
- While job satisfaction depended on feeling supported by both managers and colleagues at home as well as in the office, relationships with colleagues were the most significant factor.

The Loneliness of the Hybrid Worker, MIT Sloan Management Review, Summer, 2022
Research on the importance of staying connected

- Research from Stanford Medicine suggests that strong social connection:
  - Leads to 50% increase chance of longevity
  - Strengthens the immune system
  - Helps with faster disease recovery
  - Lower levels of anxiety and depression
Fulfilling our basic needs

Maslow's hierarchy of needs

- **Physiological needs**: air, water, food, shelter, sleep, clothing, reproduction
- **Safety needs**: personal security, employment, resources, health, property
- **Love and belonging**: friendship, intimacy, family, sense of connection
- **Esteem**: respect, self-esteem, status, recognition, strength, freedom
- **Self-actualization**: desire to become the most that one can be

A. Maslow, A Theory of Human Motivation, 1943
Connectedness with all work modes

- Fully onsite
- Hybrid
- Fully remote
- Thriving
Connectedness at all levels

Individual

Thriving

Unit

U-M
At the U-M level: Future of Work Steering Group

- Convened in May 2022
- 23 members from all campuses
- Focused on sustained effort
  - Guiding principles
  - Tools, policies and resources
  - Metrics and outcome measures
- Subgroups include one devoted to child and family care
- Recommendations submitted in Nov/Dec
Led by VP Martino Harmon, our division is focused on the co-curricular experience for students - if it’s not within the academic unit, it’s probably in Student Life.

- 1400 full time staff + 3000 - 5000 student temporary employees
- 4 bargaining units represented (AFSCME, Trades, UMPNC, UPAMM)
- 26 units that span the needs of students (Housing, Dining, Spectrum Center, Trotter Multicultural Center, University Unions, Rec Sports, University Health Services, Dean of Students, CAPS, SAAS, Facilities, MESA, International Center, Student Legal Services, Career Center, SAPAC, OSCR, Fraternity & Sorority Life, and so much more)

- Mixture of onsite, remote, and hybrid work
  - Onsite (4-5 Days a Week on Campus) - mostly our student facing units
  - Hybrid or Remote (2-3 Days a Week on Campus) - infrastructure and some student services
Student Life - How We Stay Connected

Individual
- Supervisor one on ones
- Dedicated calendar time to check in
- Skip level meetings
- Project partnerships

Team
- G-chat groups
- Dedicated in-person days at the same location
- Virtual celebration parties/theme team meetings
- Mindful Moments
- Calendar sharing

Unit/organization
- Communities of Practice
- All Team Meetings/Retreats
- SL Event Volunteering
- Recognition events that include other unit partners
LSA Technology Services

- 160 Full Time team members + 100+ Student temporary employees
- Support the following specialty IT functions:
  - Research, Computing, & Infrastructure
  - Academic Technology
  - Web & Application Development
  - Support
  - Operational Effectiveness
- Mixture of onsite, remote, and hybrid work (Technology Services)
  - Onsite (4-5 Days a Week on Campus) - ~50% of the teams / roles
  - Hybrid (2-3 Days a Week on Campus) - ~30% of the teams / roles
  - Remote (5 Days a Week off Campus) - ~20% of the teams / roles
- Mixture of onsite, remote, and hybrid work (RCI) - ~60 Staff Members
  - Onsite (4 Days a Week on Campus) - 1 Team
  - Hybrid (3 Days a Week on Campus) - 4 Teams
  - Hybrid (2 Days a Week on Campus) - 1 Team
  - Remote (5 Days at Home) - 1 Team
LSA Technology Services - How We Stay Connected

Individual (Director to Manager, Director to Staff)
- Maximum flexibility - Allowed individuals to translate “days” into “hours”
- 1:1 Meetings
- Staff Hello sessions

Team
- Slack Gratitude Channel
- Regular Communications & Accomplishments

Unit/organization
- Well Being Working Group
- Team Building Working Group
- Regular Staff Boxed Lunches
- Organizational Calm Subscription
- Emphasis on Staff Being OFF During Scheduled Off Time
Michigan Medicine Human Resources

- The Michigan Medicine HR Department is responsible for the administration of the University's comprehensive personnel programs and people strategy for our premier academic medical center, Medical School and research community.

- 107 members reporting to Chief HR Officer Deloris Hunt and organized into 15 functional units of service:

<table>
<thead>
<tr>
<th>Compensation</th>
<th>Labor Relations</th>
<th>Leave Management</th>
<th>Recognition</th>
<th>Employee Engagement</th>
</tr>
</thead>
<tbody>
<tr>
<td>HR Systems and Analytics</td>
<td>Workforce Planning</td>
<td>Talent Acquisition</td>
<td>Talent Employment</td>
<td>Learning, Design &amp; Development</td>
</tr>
<tr>
<td>Organizational Effectiveness</td>
<td>HR Business Partners</td>
<td>New Employee Orientation</td>
<td>Policy and General Services</td>
<td>Payroll</td>
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</tbody>
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- All functional units are utilizing a hybrid work model that supports primary remote work with on-site meetings as necessary.
Individual (Leaders to Staff)
• Technology-supported Touch bases
• Brown bag meetings – focused on increasing technological aptitude
• Recognition of individual effort
• Chat with CHRO

Team
• “Acknowledgement” and “gratitude” agenda items
• In-person team building and strategy days in compliance with guidelines
• Team recognition

Unit/organization
• Scheduled all-staff virtual meetings to review strategy, projects, engagement and priorities
• Virtual breakout dialogues – tethered to meetings and free standing
• Onboarding program – link all new employees with HR Leadership team
Questions for panel

● What have you been surprised to learn when engaging in activities designed to stay connected?

● What challenges have you faced in staying connected and how did you overcome them?

● What advice would you give to our audience members if they’re not sure how to get started with strengthening team connections?

● Audience questions?
Time to experiment!

Name two new things you will commit to in an effort to strengthen your connections at work