Creating an Employee Experience to Address the Changing Higher Ed Workforce

February 20, 2019
Presenters

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*University of Michigan*
The Scope of the Organization

- 3 Academic Campuses, Michigan Medicine and the Medical School
- 8,000 Faculty
- 19 Schools and Colleges
- 45+ Administrative Organizations
- 35,000 staff
Poll #1

How many people does your organization employ?

A. 0-100
B. 101-1,000
C. 1,001-5,000
D. 5,001-10,000
E. 10,001 or more
Six Workplace Trends Impacting Higher Education

- Technology
- Aging Workforce
- New Generation of Workers
- Increased Competition for Talent
- Financial and Mental Wellness
- Diversity and Inclusion
“I worked for the university for 20 years and no one has ever asked me what I thought about anything.”
“That’s a faculty benefit. We don’t have to give that to staff.”
“A service-maintenance person is never asked to serve on institutional committees.”
“Staff should be invisible.”
Poll #2

To what extent do you believe your staff would recommend your organization as a good place to work?

A. Not at all
B. Rarely
C. Moderately
D. Mostly
E. Extremely so
The Shift Starts

“The work of staff supports every learning activity of this campus….We are looking forward to beginning work on a means by which staff interests can and will be more fully considered.”

President Mary Sue Coleman
March 16, 2004
We Identified Key Indicators of Culture

- Awards - what is celebrated
- Recognition
- Artifacts
- Traditions
- Values
- What opportunities are provided
- How decisions are made
Guiding Principles

- Align work with the missions of the university
- Foster an environment that allows faculty, students, staff and organizational units to lead and excel
- Support the recruitment of and retention of high-caliber faculty, students, and staff
- Comply with all applicable laws, regulations and policies
- Employ best practices and leads in innovation and quality
- Promote fairness and equity
- Foster diversity and inclusion
- Demonstrate fiscal responsibility and resource stewardship
- Promote ethical behavior in the community
And Set our Vision for the Culture

- People Thrive
- Partnerships Prevail
- Performance Excel
What We Found

- We needed a custom solution
- Engagement increases productivity

22%
Driving Engagement

- Having meaningful work
- Making a difference
- Being heard
- Being respected
- Being appreciated
We Proposed Something More
Voices of the Staff was Born
Poll #3

How do you currently get input or feedback from your staff on issues affecting them?

A. A survey
B. A suggestion program
C. An elected or appointed council
D. A Town Hall meeting or other group event
E. Other
Dialog through Town Halls
Focus on What Matters to Staff

- Career Development
- Work-life Balance
- Parking
- Workplace Climate
- Benefits
- Diversity, Equity, and Inclusion
- Health & Well-being
- Change Management
- Faculty & Staff Communications
Voices of the Staff Structure

- Six Network Teams
- Each focuses on a specific topic
- Team members serve two years
- Two members of each Network Team are selected to the Core Team to meet with executives three times/year
- After two years, members are Voices Alumni with opportunities for “on demand” projects
Voices is a Microcosm of U-M
To Shape the University Workplace
And Align with University Priorities

- Partnering with Faculty
- Working on Presidential Initiatives
- Provide input to Executive Officers
- Support the academic mission
Supporting the Academic Mission

They offered ideas that helped me develop new projects... It made a big difference in my learning and professional development. It never would have happened without Voices of the Staff.

ADAM GRANT Ph.D.
WHARTON BUSINESS SCHOOL PROFESSOR
Measurable Difference

<table>
<thead>
<tr>
<th>Year</th>
<th>Statement</th>
<th>2005</th>
<th>2017</th>
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<tbody>
<tr>
<td></td>
<td>&quot;I believe I have input on issues at U-M&quot;</td>
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<td>3.83</td>
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Voices of the Staff participant survey
Impact of VOICES

Since the Voices of the Staff Program began in 2005:

- Voices members’ percentage of turnover year over year averages half of comparable U-M staff

- In all but one of the past ten years, Voices members received a higher percentage of 7.5% and 10% salary increases than comparable U-M staff
Elevating the Employee Experience
Employee Engagement Opportunities

- Facilitators and scribes for Diversity, Equity, and Inclusion
- Voices Career Development Fund Selection Committee
- U-M Staff Impact Award Selection Committee
- Retirement Savings Committee (a faculty led U-M wide committee)
- MI HR Day
- Focus group Benefits Administration Office; Employee related benefits
- Focus group for MHealthy, topic-MHealthy strategic plans for incentives and designs (2017)
- MStaff200 Planning & Implementation
- Bicentennial Public Art Selection & Dedication Committee
- U-M Staff Ombudsperson Criteria Committee
Amazing Results
Diversity, Equity, and Inclusion
Sharing 200 Years of Staff Contributions
New Awards Double University-Wide Recognition

Celebrating workplace volunteerism, cross-unit collaboration, and the positive contributions of our work to our community and beyond.

The Inaugural University of Michigan Staff Impact Awards seeks to celebrate staff, supervisors and teams making a positive impact with their work. The awards recognize excellence by individuals, teams, and supervisors with awards of $1,500 to $2,500.

Deadline for nominations is January 8, 2018.
Learn more and make a nomination at sia.umich.edu

"The efforts of our people are essential for the university to serve our students, care for our patients, and perform world-changing research."

KEVIN HEGARTY
EXECUTIVE VICE PRESIDENT AND CHIEF FINANCIAL OFFICER
U-M Staff Wall of Honor
Equity of Benefits Between Faculty and Staff
Staff Career Development Fund
Hired Our First Ombuds for Staff

April 27, 2016

University creating new ombuds role to provide support for staff

Office of the Vice President for Communications

Topic: Human Resources
MStaff200 Celebrates 200 years of Staff Contributions
Public Art
“Arriving Home”
Dedicated to the Staff
“VOICES gave me the opportunity to network and gain more resource knowledge, and I became more engaged in my role.”
“I am a valued and appreciated employee at the University of Michigan.”
Ongoing Challenges

- More consistency in the value for staff contributions across all units
- Addressing culture of fear of retaliation
- More work building bridges between and among faculty and staff
- Bargained for staff engagement
Q & A ?

Thank you!

For more information on Voices of the Staff, visit voices.umich.edu
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