Future of Work Steering Group Update

Preliminary and Advisory

1

Future of Work Steering Group

- Convened in May 2022

- 23 members representing schools, colleges, units, all campuses

  - Initial focus on Ann Arbor campus staff while considering future application to other audiences

- Deliverables focused on sustained effort *as an employer*, not unit level prescriptions

  - Guiding principles to support decision making
  - Coordinated tools, policies and resources to support all work modalities
  - Metrics and outcome measures to stay on track

Future of Work Subgroups

- Child and family care

- UHR internal

- Data and metrics

- Work modes

- Equitable solutions

Final recommendations report to be submitted in Dec/Jan

Tools, policies, resources

Ways We Work website, to include:

- Guiding principles

- Flexible work policies

- Modes of work

- Resources to connect and learn

- Learning for leaders

- Support for your well-being

Metrics and Outcomes

Institutional metrics to monitor progress on:

- Guiding principles
- Employer success
  - Turnover, reasons for leaving (exit interviews)
  - University branding, strategy and planning
- Optimizing employee and customer engagement
  - Hiring process
  - Quality of hire
  - Engagement and satisfaction
- Base info
  - Telework agreements
  - Workforce demographics, job info, union data, etc.

Items for discussion

- Guiding principles

- Modes of work

- Work agreement upload requirements

Guiding Principles

- Advance the mission

- Create and elevate an engaged community

- Enable employee success and development

- Innovate and adapt

- Ensure transparency in setting work practices

Guiding principles

Advance the Mission
Reimagine ways to do work that attract and retain talent while also ensuring employees view their role as aligned with and critical to furthering the University's mission.

Create and Elevate an Engaged Community
Create an environment that values relationship building and supports the needs of the university community, while also creating opportunities for staff to feel a valued part of the University of Michigan.

Enable Employee Success and Development
Create an environment that enables employees to do their best work and values the contributions of all employees in making the University of Michigan a top public university. We strive to achieve exceptional results. We value the cultivation of people's abilities and have a genuine interest in helping them develop.

Innovate and Adapt
Empower shared partnerships between employees and departments to create innovative and adaptable ways to perform work that are committed to understanding the evolving needs and best interests of the University and the employee.

Ensure Transparency in Setting Work Practices
Strive to provide clarity and transparency so employees at the University of Michigan understand the reasoning behind decisions about their work practices. Work arrangements should be based on transparent, objective, and consistent criteria that are aligned with job functions and take into account business needs.

Discussion

What are your general impressions of the guiding principles?

In particular, when reading the "ensure transparency in setting work practices" principle, how would you envision this playing out in day to day practice?

Will your unit be able to operationalize these guiding principles? And if so, what central supports would be helpful?

Modes of work

Onsite

The work requires an onsite presence; Employee works entirely onsite.

Hybrid

The work requirements allow for both onsite and remote work. Employee regularly works both onsite and remotely.

Remote

The work can be accomplished fully remotely, though occasional onsite work may be necessary. Employee works primarily offsite but must be available to work onsite as needed or requested.

Virtual

The work can be accomplished fully remotely. Employee works entirely offsite with a rare expectation of coming to a worksite. If onsite work is required, the employer will assist with travel arrangements, if applicable.

Discussion

What are your general impressions of the modes of work labels and definitions?

What support would your unit need in order to adopt them?

Would you support the requirement of individual work agreements being uploaded to a central location for reporting purposes?

Thank you and questions

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