



2016

HUMAN RESOURCES  
ANNUAL REPORT  
FOR FY2016





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# TOGETHER WE ARE THE U AND WE ARE HERE TO SERVE

The University's Common Purpose sets the foundation for what we strive to achieve each day in HR. We aspire to transform lives through our contributions to the faculty, staff, students and broader community. With our own transformation taking place over the past few years, we also translated the emphasis on service into our manifesto, which supports the University's DIRECCT values and service standards. Our manifesto begins with five simple, but critical words, "we are here to serve."

Each year we focus on goals which will ultimately contribute to the business of the University, transform the work experience, and enhance our employment reputation. Strategically we focus on operational efficiency, the HR value proposition (development of our team to continuously improve service and value), culture, and enterprise risk management. So whether we are implementing new technologies, redesigning and reimagining core processes, focusing on leadership and professional development, or launching new employee engagement opportunities we are considering safety, caring, responsiveness and professionalism as core to each deliverable.

Fiscal year 2016 allowed us to engage with thousands of staff, leaders, and faculty through trainings associated with Workday, culture transformation, and leadership development. This year signaled a shift in the opportunities ahead to focus on service, excellence, leadership and engagement. The following annual report outlines key contributions for fiscal year 2016, goals and aspirations for fiscal year 2017 and beyond, and highlights of our workforce demographics.

The members of the Human Resources team will continue to focus on excellence and value in our services. It is our aim to have an impact that supports our Roadmap to the New Century, our values, service standards, and ultimately the amazing workforce which make the U shine each day.

Thanks for all that you do for the U and the community.

Best regards,

Nerissa E. Morris  
Vice President, Human Resources

COMMON  
PURPOSE



At the U, we  
transform  
**lives**  
through teaching,  
research, and  
**service.**



# MEET HR

## MISSION

To foster a culture of excellence, learning, fairness, and inclusion. We support the University in successfully fulfilling its mission.

## VISION

UM Human Resources is the driving force in ensuring the University demonstrates the characteristics of a great place to work. We are a trusted and valued partner supporting the success of the entire University through strategic alignment with leadership, excellence in the delivery of workforce initiatives, and uncompromised teamwork.

## HR CLIENT SERVICES

Serves as the operational partner to academic and operational units focused on talent acquisition and management, and workforce planning.

## TOTAL REWARDS

Creates and manages strategies for the University's total rewards offerings including benefits, compensation, payroll, and recognition.



## TALENT AND ORGANIZATIONAL DEVELOPMENT

Offers leadership and professional development programs to support continuous learning opportunities for staff; serves as a strategic partner to divisions, departments, colleges and schools, through organizational and team development.

## WORKPLACE EQUITY

Provides expertise for employee relations and compliance issues and manages the performance management and inclusion programs.

## HR INFORMATION SYSTEMS

Supports the Workday HR/Payroll system and other integrated systems, provides business intelligence, reporting and analytics to the University community.

## COMMUNICATIONS AND STRATEGY

Creates employee-focused digital, print, and social media communications through InsideUM; supports the implementation of the HR strategic plan.



# UM FAMILY AT A GLANCE

8.6

AVERAGE YEARS  
OF SERVICE

2,761

NUMBER OF NEW HIRES

TOTAL YEARS OF SERVICE

123,310

44.7

AVERAGE  
EMPLOYEE  
AGE

282,068

NUMBER OF  
JOB APPLICATIONS

14,686

NUMBER OF FACULTY & STAFF

All figures shown are for fiscal year 2016.

# 2016 HIGHLIGHTS

## WORKDAY

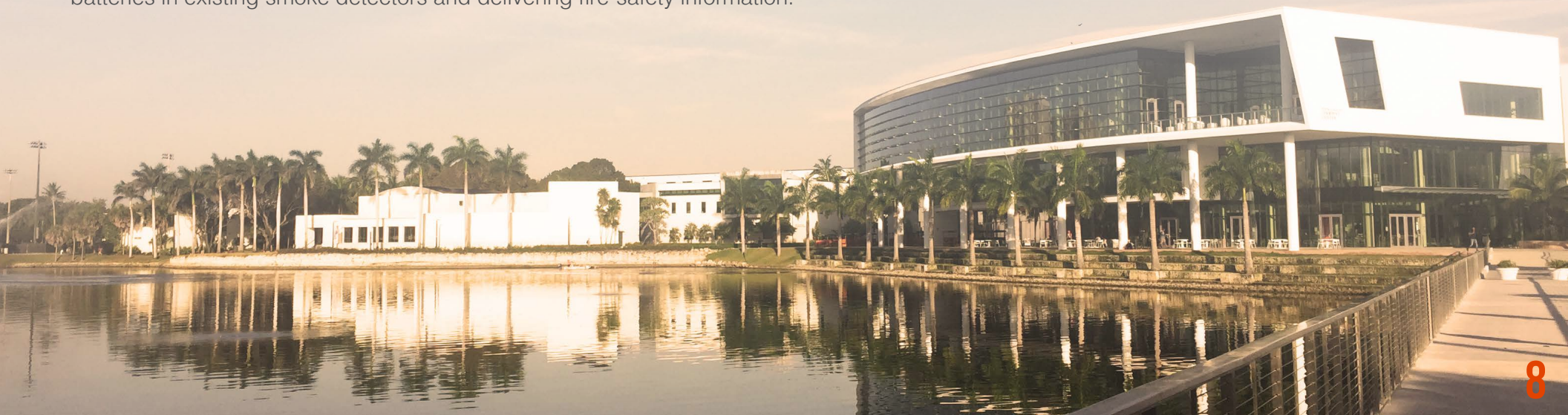
March 2015 marked the launch of **Workday**, which transformed the way the University does business. Workday improved our ability to access data in an instant, providing teams and leaders with information at their fingertips. Throughout fiscal year 2016 a focus has been placed on continuously updating business processes, leveraging data analytics capabilities, and enhancements. We are now also able to provide employees with information about their time-away in real time, and provide leadership with data to manage time-off plans. Our utilization of new technologies will make our institution stronger.

## BUILDING A BETTER U TOGETHER

We reached thousands of faculty and staff across the University through **trainings** to help build awareness of the University's purpose, values, leadership expectations and service standards. These are the foundation of what our colleagues, patients, students, and families see in their daily interactions with us as an institution. We did this while continuing to serve each division, school, and college with their day-to-day Human Resource needs, and recruited more than 2,500 new Miami Hurricanes to the team.

## UM DAY OF SERVICE

We also worked as a team to host our second-annual **service day**, in partnership with the Red Cross for their "25! Alive" Home Fire Preparedness Campaign. Our team of 200 volunteers installed more than 760 smoke alarms, and helped residents reduce the risk of fire in their homes by replacing batteries in existing smoke detectors and delivering fire-safety information.





HUMAN RESOURCES

# BY THE YEARS

## 2012

- Introduced performance excellence philosophy to Gables/RSMAS workforce
- Completed 403(b) investment redesign transition
- Restructured Benefits team to enhance customer service
- Opened Healthy 'Canes Employee Clinic, Miller School of Medicine
- Implemented nursing mothers' lactation program
- Reduction-in-Force Management, Miller School of Medicine
- Developed Diversity and Inclusion strategic plan
- Expanded Well 'Canes Programs and created the Wellness Advisory Council
- Centralized medical HR client services



## 2013

- HR goes social with InsideUM (Instagram)
- Launched Well 'Canes \$300 Incentives Program
- Launched redesigned performance management process
- Launched annual Mini "Pulse" engagement surveys
- Inaugural Week of Well-Being



## 2014

- HR expands InsideUM to Twitter and online magazine
- Payroll Office transitioned to HR
- Implemented total rewards optimization survey
- Launched Big Brothers Big Sisters at Work mentor program
- Conducted Total Rewards optimization survey



## 2015

- UM Careers goes social (LinkedIn, Twitter, Facebook)
- Launched Building a Better U Together, 18-month culture transformation initiative
- Launched New Leader Orientation and Essentials of Leadership programs
- Began work on redesigned compensation program
- Implemented Fair Labor Standards Act training for supervisors
- Launched Employee Resource Groups
- Launched HR/Payroll Workday
- Launched first annual employee service day (CGIU and Miami Children's Initiative)
- Centralized Gables/RSMAS HR client services



## 2016

- Launched purpose, values, service standards and leadership expectations through live trainings for more than 5,000 faculty and staff
- Launched Building a Better U Together work team recommendations for recruitment, new employee orientation, training and development, leadership expectations, and service standards
- Corporate Run had highest participation in UM history with more than 2,500 participants
- Second annual employee service day (American Red Cross)



# 2017 HUMAN RESOURCES INSTITUTIONAL GOALS

UNIVERSITY OF MIAMI'S FOUR DEFINING VISIONS ■ HEMISPHERIC ■ EXEMPLARY ■ RELEVANCE ■ EXCELLENCE

1



Evaluate Benefits: Ensure benefits are competitive and affordable and reflect unique needs of our faculty and staff.

2



Redefine Workplace Flexibility: Lead University-wide efforts to take a new approach to meeting the needs of the workforce and operations through the development of competitive and relevant strategies and policies for workplace flexibility.

3



Create Development Programs: Develop programming to build leaders of tomorrow; design professional and career development programs for staff that facilitate growth within the University.

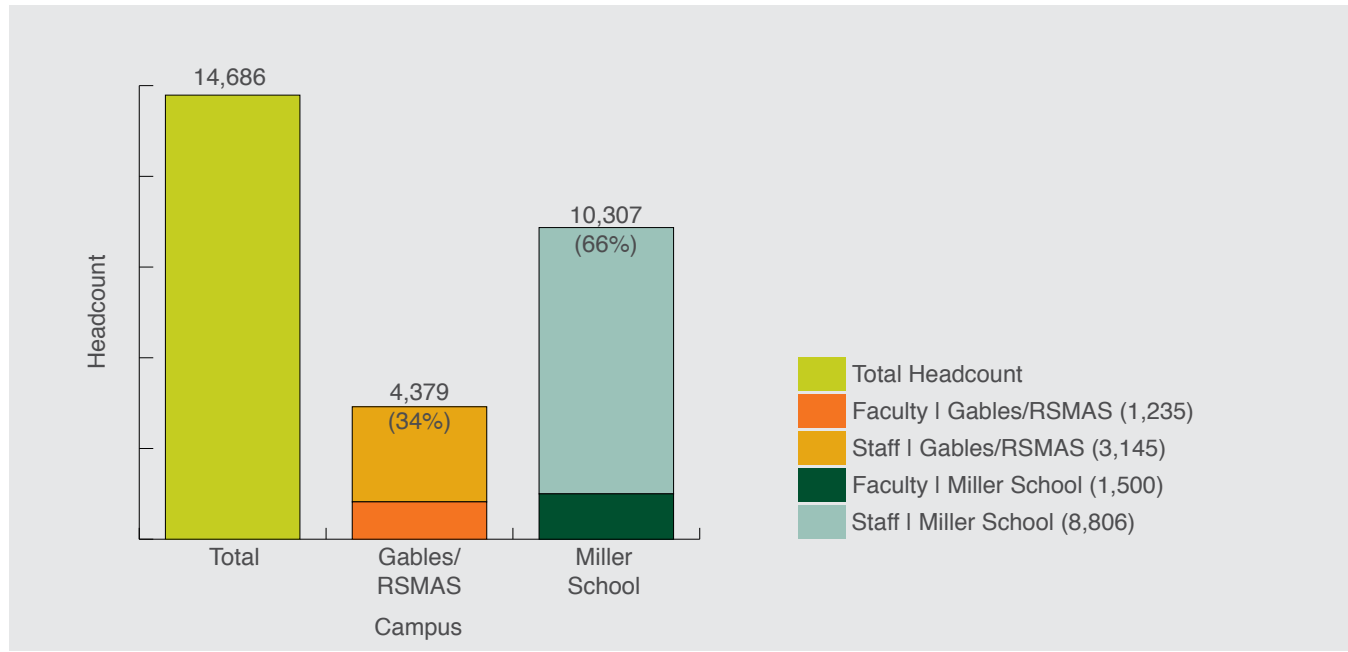
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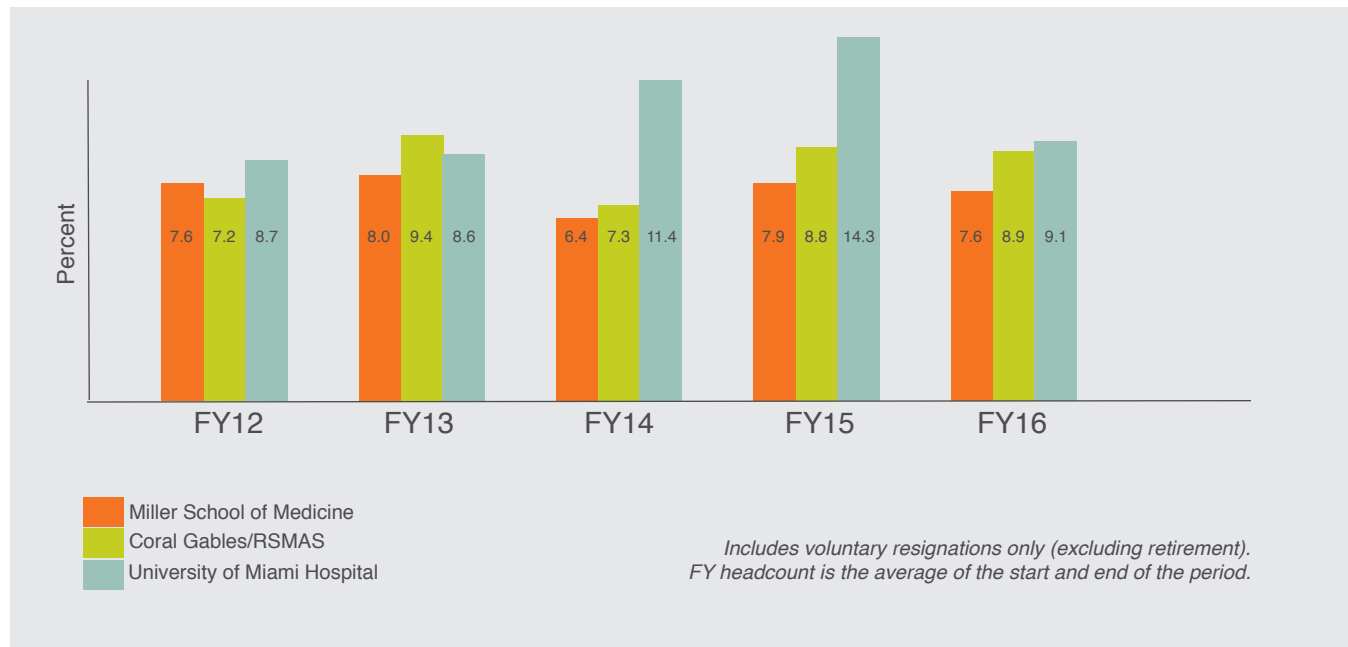
Launch Lennar: Establish workforce plans for the Lennar Foundation Medical Center to recruit an excellent team of healthcare professionals and ensure a quality employment experience.

# BY THE NUMBERS

## FACULTY AND STAFF HEADCOUNT

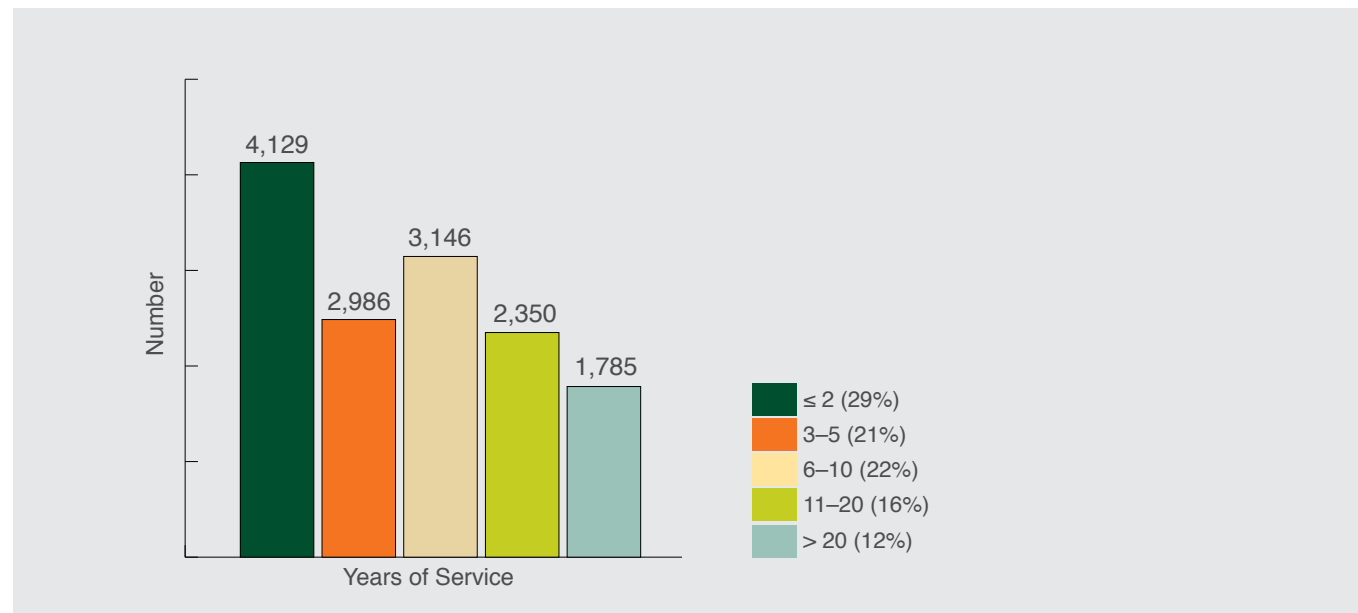


## FACULTY AND STAFF TURNOVER



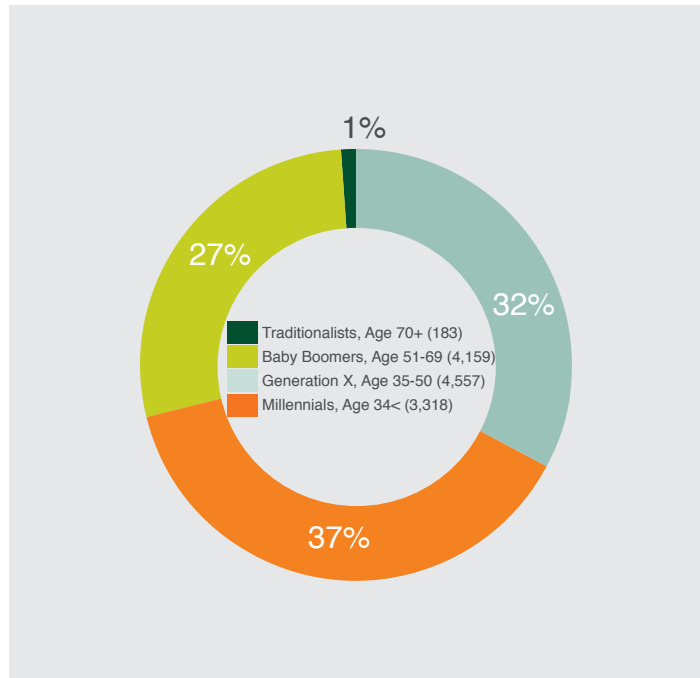
# BY THE NUMBERS

## FACULTY AND STAFF BY YEARS OF SERVICE

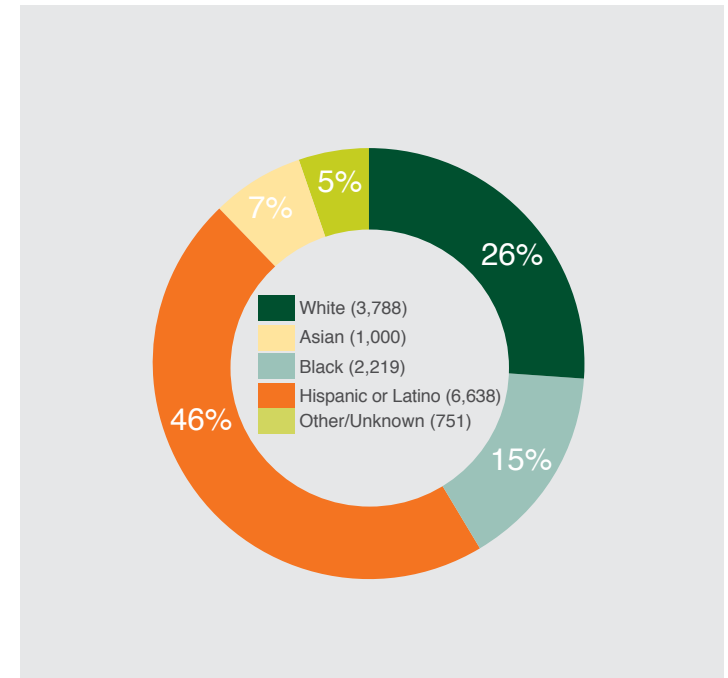


# BY THE NUMBERS

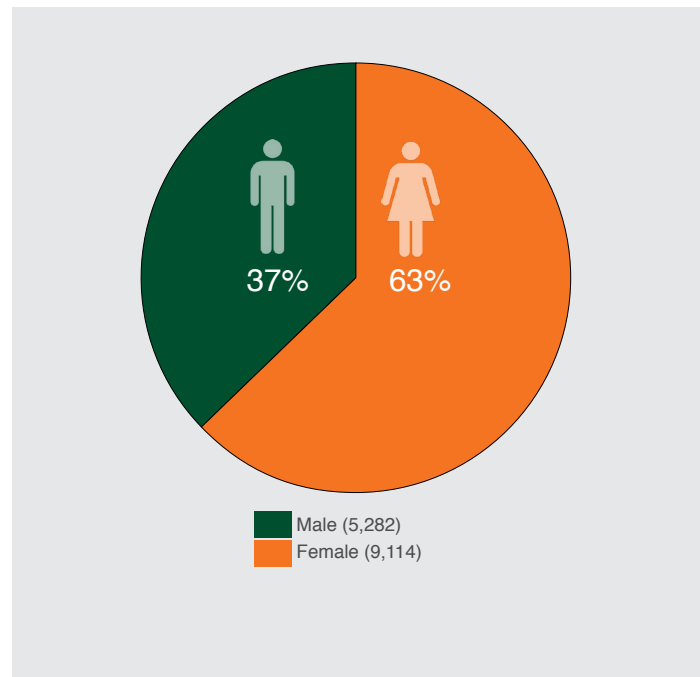
## FACULTY AND STAFF BY GENERATION



## FACULTY AND STAFF BY ETHNICITY



## FACULTY AND STAFF BY GENDER



# BY THE NUMBERS

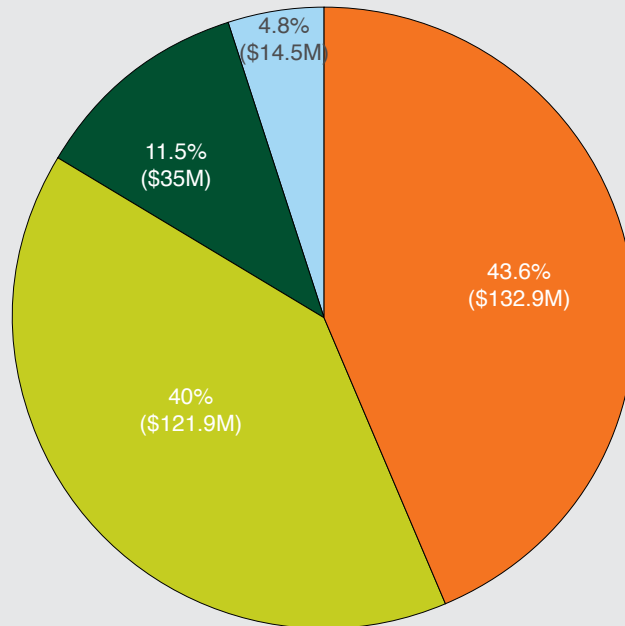


## FACULTY AND STAFF ENGAGEMENT

# BY THE NUMBERS



## TOTAL REWARDS



- Healthcare
- Retirement (ERP \$50M, 403b \$72M)
- Tuition
- Other

# INSIDE UM

## INSIDE UM

InsideUM is the University of Miami's HR news source, providing employee-focused content online and on social media.

## THE MAGAZINE

Launch date: April 2014  
Average readership: 2,250  
Number of issues to date: 6

## SOCIAL MEDIA



LAUNCHED  
OCTOBER 2013

FOLLOWERS  
3700+



LAUNCHED  
JULY 2014

FOLLOWERS  
600+



LAUNCHED  
DECEMBER 2014

PAGE LIKES  
200+



LAUNCHED  
JULY 2016

