

UNIVERSITY *of* MARYLAND, BALTIMORE

HUMAN RESOURCE SERVICES

2022-2026 STRATEGIC PLAN



FROM THE CHIEF HUMAN RESOURCES OFFICER



I am pleased to present you with the University of Maryland, Baltimore (UMB) Human Resource Services (HRS) 2022-2026 Strategic Plan. The development of this four-year plan was a collaborative process and reflects input and feedback from a diverse array of UMB partners and stakeholders to assist the central HRS department in systematically identifying and prioritizing the current and future human resources needs of the University.

The planning process also included the development of a Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis; a Political, Economic, Social, Technological, Legal, and Environmental (PESTLE) analysis; a mission and vision statement; guiding principles; and core strategic themes.

The HRS Strategic Plan provides a road map to direct our work and intentionally address current and future trends and challenges. It includes five strategic focus areas and will be implemented by the five divisions of HRS through defined strategic goals, key action strategies, and measurable outcomes. The plan also will continually evolve in ways that best align our support of UMB's Strategic Plan goals and outcomes.

Key areas of focus during the next four years will involve strengthening the HR service delivery model and structure, building a more robust HR data analytics structure, expanding employee and supervisor training programs, leveraging technology to reduce reliance on manual processes, and providing greater transparency and information sharing to support our service delivery.

We look forward to keeping you updated on our progress!

Best regards,

A handwritten signature in black ink, appearing to read 'Malika S. Monger', written over a large, stylized circular flourish.

Malika S. Monger, MPH, PHR

Associate Vice President and Chief Human Resources Officer



CLOCKWISE FROM UPPER LEFT: EMPLOYEE AND LABOR RELATIONS TEAM; BENEFITS, COMPENSATION, AND WELL-BEING TEAM; HUMAN RESOURCES SERVICE CENTER TEAM; STAFFING AND CAREER SERVICES TEAM; AND ORGANIZATION AND EMPLOYEE DEVELOPMENT TEAM.



AVP/CHIEF HUMAN RESOURCES OFFICER AND DIRECTORS

The strategic planning process was launched in fall 2022 by the entire central University of Maryland, Baltimore (UMB) Human Resources (HR) team. Through the planning process, the HR team engaged in a SWOT (Strengths, Weaknesses, Opportunities, and Threats) and PESTLE (Political, Economic, Social, Technological, Legal, and Environmental) analysis to develop a Mission, Vision, Values, Guiding Principles, and Strategic Themes.

Mission

To attract, support, and retain a diverse workforce by providing exceptional customer service through strategic, value-added, and innovative and efficient operations, programs, and policies that support and advance the overall mission and core values of UMB.

Vision

Human Resource Services aspires to be a model for excellence and leadership in human resources dedicated to providing the highest level of expert consultation and support, anticipating the needs of our customers, promoting a healthy work environment, improving operational efficiencies, and fostering transparent and collaborative partnerships to best serve the UMB community.

HR Strategic Themes

The HR strategic plan includes five strategic focus areas that are designed to intentionally and proactively address the concerns expressed by HR partners and major stakeholders, as well the challenges identified in the fall 2022 HR assessment. These HR strategic focus areas will serve as the road map that will direct our work at UMB over the next three-plus years. Each focus area also is linked to a corresponding strategic priority.

- **Recruitment, Retention, and Development:** Engaging in strategies that successfully attract, develop, and retain a talented, diverse and engaged workforce that reflects and is responsive to our diverse community.
- **Customer Service:** Engaging in strategies and practices that strengthen and enhance the customer experience by listening to and supporting their needs, anticipating and delivering high-quality services, and demonstrating knowledgeable, responsive, and timely communication, as well as accountable interactions and behaviors.
- **Efficient and Effective Operations:** Developing, improving, and streamlining processes, systems, and technology that enhances efforts to provide data-driven, measurable, quality, and value-added services, with a focus on continuous improvement.

- **Well-Being, Engagement, and Belonging:** Supporting and promoting the health and well-being of the University community through the implementation of strategies that raise awareness, build knowledge and understanding, and promote inclusive employee experiences that respect and value all backgrounds and perspectives.



Guiding Principles

- **Collaboration:** We collaborate in our work to leverage the knowledge and resources available both internal and external to HR to achieve the best and most innovative possible outcomes.
- **Credibility:** We earn trust by exhibiting confidentiality, integrity, and accountability and sharing knowledge and expertise.
- **Communication:** We maintain open, respectful, and transparent communication to foster a well-informed workforce.
- **Stewardship:** We serve as champions of the University's financial, environmental, social, and physical resources. We strive to ensure that we sustain a high level of responsibility and integrity for current and future generations.
- **Teamwork:** We believe in working together to enhance our individual efforts and encourage the diversity of thoughts, experiences, and backgrounds, and we foster effective work relationships through courteous, cooperative, and professional interactions, maintaining a collegial environment.

HR Assessment

In fall 2022, HR contracted with an independent consulting firm to conduct an independent, unbiased comprehensive assessment of the department. The purpose of the assessment was to understand the current state of HR; recognize organizational structure opportunities and issues impacting organizational performance; identify organizational strengths, weaknesses, opportunities, and threats; and recommend strategies and approaches for achieving strategic and organizational goals and objectives. The following outcomes were established:

- Provide an effective methodology and approach for assessing the quality, effectiveness, and efficiency of existing HR

structures, strategies, services, staffing, practices, processes, policies, roles, and culture.

- Develop a road map with detailed findings and recommendations for leveraging strengths and opportunities and improving the quality, effectiveness, and efficiency of HR as needed.
- Identify potential barriers to successfully implementing HR improvements and recommend strategies for mitigating against those barriers.

Based on the assessment results, the following major recommendations were identified:

1. Improve day-to-day operations and strategic offerings.
2. Create a strong foundation of trust and respect throughout HR to empower reliable and competent employees.
3. Determine areas to leverage existing technologies to reduce reliance on manual processes and increase tracking and reporting capabilities.
4. Review and revise current HR policies and procedures to bring consistency to the environment.

The 2022-26 HR Strategic Plan reflects input and feedback from a diverse array of HR partners and stakeholders, to assist the central HR Department in systematically identifying and prioritizing the current and future human resources needs of the University. Stakeholders included University academic and administrative leadership, HR partners and professionals, and a diverse group of HR managers, supervisors, and subject matter experts. The plan outlined below will be implemented through strategic goals and outcomes, which, along with key action strategies and benchmarks, will serve to aid in monitoring the attainment and alignment with the overall mission and core values of UMB.



HR Functional Area	UMB Theme	UMB Outcome #	Strategic Goal Title	Goal Description	Outcome Metrics (To evaluate success of the strategies and goal)
Recruitment, Retention, and Development					
Staffing	Innovation and Reimagination	1, 3	Technology Integration	Automate and streamline processes through the integration of technology (i.e., job posting, interview scheduling, reference checking process).	<ul style="list-style-type: none"> Buy-in is secured from University leaders and HR leaders and managers. Technology is successfully integrated in the staffing process. New processes, workflow, communication, and training plan are developed and implemented for school/unit leaders and HR staff. Increased efficiency of reference checking, job posting, and interview scheduling process.
Staffing	University Culture, Engagement, and Belonging	2, 4	Hiring Process Assessment	Assess, streamline, and standardize the recruitment and hiring process to eliminate bottlenecks and decrease time to fill vacancies.	<ul style="list-style-type: none"> Reduced internal roadblocks to recruitment process. Standard written hiring process, with time frames. Hiring managers have the resources and support needed to effectively navigate the hiring process. Increased accountability of HR staff and hiring managers. Candidate experience is streamlined and improved, resulting in reduced time and effort required to submit applications. Decrease in number of emails/phone calls for assistance with recruitment process and procedures. More hiring managers can navigate applicant tracking systems with new human capital management (HCM) process. Decrease in emails/phone calls for assistance with recruitment processes and procedures.
Staffing	University Culture, Engagement, and Belonging	2	Sourcing Strategy	Develop and implement a candidate sourcing strategy to draw diverse applicant pools to meet critical hiring needs for hard-to-fill positions.	<ul style="list-style-type: none"> Completion of sourcing plan. Increase in number of candidates applying for hard-to-fill positions. Completed list of identified hard-to-fill and critical-need positions.

HR Functional Area	UMB Theme	UMB Outcome #	Strategic Goal Title	Goal Description	Outcome Metrics (To evaluate success of the strategies and goal)
Staffing	Community Partnership and Collaboration and/or Global Engagement and Education	2, 5	Branding and Outreach	Develop comprehensive branding and outreach strategies to strengthen efforts to effectively attract diverse and qualified candidates and promote the University as an employer of choice.	<ul style="list-style-type: none"> • Branding and marketing materials completed, distributed, and utilized on a regular basis. • Increased interest in recruitment and promotional opportunities (with HR partners and Career Development). • Increased applicants flow from organizations identified in outreach efforts to external sources. • Website updated. • Increased job/career fair attendance. • Number of promotions per year. • Pulse survey results to measure perceptions of promotional opportunities.
Service Center (HRSC)	Accountability and Integration of Core Values	1, 3	Employee Actions	Improve Employee Action process, workflow, and forms.	<ul style="list-style-type: none"> • More efficient employee action processes and forms. • Central HR Employee and Labor Relations and compensation staff cross-trained on functional roles and responsibilities.
Organization and Employee Development (OED)	Community Partnership and Collaboration	4	UMB Training Assessment	Assess, develop, and implement training and development programs that address departmental and organizational training objectives, ensuring integration of UMB's core values (HR Strategic Goal, assigned by Administration and Finance).	<ul style="list-style-type: none"> • Evaluation surveys of training and development programs completed. • Departments surveyed to assess current programs to determine in-person and online training needs. • Formal process developed for tracking the participation of employees from underrepresented groups in our professional and leadership development opportunities. • Website expanded to include video modules and written content on the career development model and internal career ladder information, including the development of a webpage for new hires to use as a resource during the first year of employment. • Equity, diversity, and inclusion (EDI)-related educational opportunities identified and expanded. • Training opportunities and programs effectively promoted and supported. • Executive onboarding program developed and executed. • Recommended training hours listed with performance development program. • OED request form utilized consistently across the University.

HR Functional Area	UMB Theme	UMB Outcome #	Strategic Goal Title	Goal Description	Outcome Metrics (To evaluate success of the strategies and goal)
OED	University Culture, Engagement, and Belonging	1, 3	Onboarding/ Offboarding	Strengthen employee onboarding and offboarding process.	<ul style="list-style-type: none"> Onboarding and offboarding activities assessed and evaluated. Pre- and post-survey developed and implemented to assess onboarding experience and measure engagement. Opportunities for improvement identified including exploration of sustainable options (online and in-person) content, materials. Forum for new hires implemented as a resource during their first year of hire. Hybrid technology usage options developed, including updates to the HR webpage. Onboarding process integrated into the HCM process. A school/unit framework aligned with the central onboarding program is established.
OED	University Culture, Engagement, and Belonging	3	Supervisor Training	Establish a mandatory supervisor academy for front-line and mid-level supervisors and managers to build competencies and enhance performance.	<ul style="list-style-type: none"> Supervisor curriculum researched and developed. Managers and supervisors attended a minimum of 75% of program offerings. Pre- and post-program assessment shows increase in competencies base content area. Collaborate with a minimum of two coordinators from other leadership programs across campus. Advisor group provided feedback and guidance with program design. Supervisor community of practice established and attended by graduates of the supervisor academy.
OED	University Culture, Engagement, and Belonging	3	New Learning Management System (LMS)/ eLearning Platform	Implement and integrate a new eLearning platform that will handle the learning management functions, eLearning content library, and compliance training.	<ul style="list-style-type: none"> Completion of learning campaigns and standard operating procedures. System implemented and learning paths completed. Staff and supervisor user conducted regularly. 25% of the managers use the system to assign learning for individual employees and team development. Annual report indicates satisfaction ratings for LMS functionality and tracking of compliance training. 50% of the workforce utilize the system satisfactorily. All training records are stored in the new system.

HR Functional Area	UMB Theme	UMB Outcome #	Strategic Goal Title	Goal Description	Outcome Metrics (To evaluate success of the strategies and goal)
OED	University Culture, Engagement, and Belonging	3	Career Development Services	Revitalize and deliver comprehensive Career Development Services that adhere to best practices and promote the growth and development of employees.	<ul style="list-style-type: none"> • Complete career development/coaching services assessment. • Career development services sessions held quarterly. • Career development services webpage updated. • New career coaching and career planning clients increase by 12 per month. • Minimum of 25 participants attend career development events or programs. • Managers integrate coaching skills. • Pipeline strategy developed for identified hard-to-fill and/or hard-to-retain positions. • Job shadowing program developed.
Comp/ Benefits/ Well-Being	Accountability and Integration of Core Values	1, 2, 3	Out-of-State Work Policy	Develop Out-of-State Work Policy Process and Form.	<ul style="list-style-type: none"> • Number of out-of-state work requests; processing time for out-of-state work requests.
Comp/ Benefits/ Well-Being	University Culture, Engagement, and Belonging	3, 4	Onboarding Benefits	Partnering with OED, continue ongoing improvements of the new employee experience with their benefits.	<ul style="list-style-type: none"> • Number of surveys received. • Review answers/data to see how to adjust.
Comp/ Benefits/ Well-Being	University Culture, Engagement, & Belonging	2, 3, 4	Minimum Qualifications Assessment	Ensure UMB minimum qualifications are changed when appropriate, to accept experience in lieu of education.	<ul style="list-style-type: none"> • University System of Maryland (USM) Committee on Compensation and Classification approval of exempt job descriptions. • Determine benchmarks for UMB. • % of impacted positions. • # job descriptions changed. • # of employees who have had the opportunity to move into a higher-level position previously not available to them because of minimum qualifications.
Employee and Labor Relations (ELR)	University Culture, Engagement, and Belonging	1, 3, 4	ELR Training	Design, deploy, align, and integrate an ELR Training Program for staff, managers, and faculty who supervise staff to increase knowledge and application of policies, practices, and ELR-specific programs.	<ul style="list-style-type: none"> • Increased understanding of policies, practices, and programs. • Improved application of policies, practices, and programs. • Minimized institutional risks, processing errors, and delays. • Increased understanding of HR Council Members' roles and responsibilities regarding ELR and leave management processes. • Post-course survey results. • ELR grievance report results. • ELR case analysis report results. • Leave management survey for active users of core leave.

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ELR	University Culture, Engagement, and Belonging	1, 3, 4	Employee Experience Lifecycle Assessments	Develop and implement a process and program for obtaining, evaluating, and measuring overall employee experience feedback across the employment lifecycle.	<ul style="list-style-type: none"> • ELR feedback structure for staff, management, and stakeholders developed and implemented. • Benchmarking, tracking, and monitoring process established. • Quarterly and annual leadership reports completed and disseminated. • Quarterly and annual action planning completed with identified opportunities for improvement identified and addressed. • Feedback collected from new hire focus groups, pulse exit surveys, and interviews.
Customer Service					
Staffing	Global Engagement and Education	1, 3, 4	Training	Develop and implement staffing-related trainings to strengthen knowledge and competency level of HR staff, partners, and hiring managers.	<ul style="list-style-type: none"> • Growth of skill set of HR, hiring managers, and committee members. • Training modules and resource guides are completed and consistently used by hiring managers and committees • School/unit staffing partners actively with and find value in the trainings provided. • 75% of hiring managers are trained on hiring process.
Staffing	University Culture, Engagement, and Belonging and/or Innovation and Reimagination	5	Data Metrics and Dashboards	Work with data analytics team, EDI office, and human resources information system (HRIS) manager to identify and publish key staffing-related metrics and data dashboards to help hiring managers anticipate and respond to staffing changes, priorities, and trends.	<ul style="list-style-type: none"> • Departments/units can easily locate data related to their recruitments. • Areas of deficiency identified and addressed; recruitment strategies for job groups and departments adapted. • Ad hoc reports to assist with devising a recruitment strategy for hard-to-fill positions and/or jobs that need to meet affirmative action plan goals.
HRSC	Community Partnership and Collaboration	1	Communications	Strengthen communication among team members to have cohesive responses when assisting internal and external customers.	<ul style="list-style-type: none"> • Uniformed responses maintained. • Consistent and timely information provided. • Reference guide developed. • Reference guide updated regularly.

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OED	Community Partnership and Collaboration	1, 4	Promotion of OED Training Opportunities	Increase awareness and promotion of OED’s function, services, and programming; and create collaborative partnerships to leverage training capacity across the University.	<ul style="list-style-type: none"> • Communication/marketing/branding plan developed. • Email distribution list completed and utilized on a regular basis to keep partners and stakeholders informed. • # of collaborative partnerships established. • Completion of training calendar. • Website updated. • Facilitation partners identified and trained to deliver basic training sessions. • Increased participation in OED programs.
Comp/ Benefits/ Well-Being	Innovation and Reimagination	2	Benefits Ticketing System	Implement a ticket system for benefits inquiries and issues.	<ul style="list-style-type: none"> • Data tracked and inquiry trends identified to manage accountability of department. • Accurate response received by employees through the system within a given period. • Benefits with data that spotlight potential service issues. • Feedback gathered from phone calls and emails from employees. • Response times measured to improve service expectations.
Comp/ Benefits/ Well-Being	Accountability and Integration of Core Values	2, 3	Webpage Updates	Improve the benefits website to make retrieving information accessible and user-friendly for employees and potential candidates.	<ul style="list-style-type: none"> • Website report of usage/hits.
Comp/ Benefits/ Well-Being	University Culture, Engagement, and Belonging	1, 3	Child Care Grant	Maximize utilization of the UMB Child Care Grant	<ul style="list-style-type: none"> • Utilization monitored. • # of grants awarded. • # of outreach sessions held. • # of participants participating in outreach sessions.
ELR	Accountability and Integration of Core Values	1	Employee Inquiries	Develop and implement a process to decrease response time for management and employee inquiries.	<ul style="list-style-type: none"> • Bi-annual ELR customer service survey and analysis completed. • Completed analysis of case management tracking. • # of customer requests. • # of customer requests per ELR team member. • # of high-volume/frequency cases. • Decrease in average time to respond (24 hours). • Average time to resolve (including first contact resolution rate).

HR Functional Area	UMB Theme	UMB Outcome #	Strategic Goal Title	Goal Description	Outcome Metrics (To evaluate success of the strategies and goal)
ELR	University Culture, Engagement, and Belonging	1, 3	ELR Programming	Develop and implement programing to increase proactive and positive contact and communication with staff, management, and key stakeholders.	<ul style="list-style-type: none"> • # of formal management/employee concerns proactively resolved. • Reports generated to monitor and track participation through views, click-through rates, and participation. • Program reports and action plans completed and implemented.
AVP Office	Accountability and Integration of Core Values	1, 4	HR Outcome Metrics	Establish and achieve key outcome metrics and publish data dashboards to monitor performance, identify areas for improvement, and demonstrate value.	<ul style="list-style-type: none"> • Supervisors have the necessary tools to obtain reliable and timely workforce data and “what-if” projections at the department and school level. • HR staff, partners, and supervisors have the capability to easily access and track information about their department. • HR staff, partners, and supervisors have reliable data for workforce planning. • On-demand, real-time analytics reporting tool implemented and reported by users to be easy to use. • Customer service expectations defined. • Key HR metrics reports and dashboards developed and shared with stakeholders.
AVP Office	Accountability and Integration of Core Values	2, 3	Communication and Partnership	Strengthen HR communication and partnerships across UMB campus and other USM institutions for greater transparency and information sharing and to support service delivery.	<ul style="list-style-type: none"> • Webpage standards and formatting established across all functional areas. • Project implementation framework completed to guide the development, implementation, feedback, and tracking of major projects and initiatives. • Increased stakeholder collaboration and engagement in strategies (# of stakeholders engaged, # of informational/feedback sessions held). • Roles and responsibilities of the University HR function versus school function clearly communicated in process and procedure development. • Collaboration opportunities between central and school HR identified and established. • Branding and marketing materials developed; social media presence established.

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Efficient and Effective Operations					
HRSC	Accountability and Integration of Core Values	1, 3, 5	I-9 Compliance	Improve and ensure I-9, 3-day compliance requirements.	<ul style="list-style-type: none"> • Completion of a detailed reference guide to access when preparing to hire an employee. • Completion of FAQs document for hiring managers. • Identification and communication of visa categories that can be sponsored by UMB provided to departments. • Identification and communication of process to initiate the visa confirmation with OIS. • New hire I-9 verification and process is managed within the 3-day compliance time frame by HRSC staff. • Employees involved in the hiring process understand and maintain I-9 compliance.
HRSC	University Culture, Engagement, and Belonging	1, 3	Electronic Personnel Action Form (ePAF) Processing	Reduce ePAF processing timelines.	<ul style="list-style-type: none"> • % decrease in ePAF processing timelines. • % of timely and accurate ePAFs processed. • ePAF processing training curriculum and FAQ document will be completed. • # of HR partners participating in ePAF processing training. • % of timely updates made to eUMB, Glacier, and I-9 Management.
HRSC	Accountability and Integration of Core Values	1	HRSC Team Roles and Responsibilities	Improve team performance by ensuring that HRSC team members have clearly defined roles, responsibilities, and job training.	<ul style="list-style-type: none"> • Improved time management and organizational skills. • Opportunities for improvement addressed through process management and employee development. • Increased level of confidence from reviewing and training on the HRSC processing duties. • Accuracy in work results increased.
OED	Community Partnership and Collaboration	2	Employee Recognition	Review, assess, and create efficient processes for the learning programs, employee recognition awards, and scholarship to enhance an employee culture of learning, productivity, and engagement	<ul style="list-style-type: none"> • Request for service process and process flow document completed. • Request form used for all request for services. • Central point for class registration established. • Employee of the Month process updated. • Employee of the Month nominations committee expanded to include two non-OED team members. • Nominations for Employee of the Month increase by seven submissions per month.

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Comp/ Benefits/ Well-Being	Innovation and Reimagination	1, 3	Leave Administration Processing	Improve leave administration processing between the Benefits and ELR teams	<ul style="list-style-type: none"> • # of accurate benefits for employees on various types of leave. • Research time saved by ELR and Benefits. • Benefits and ELR team members are able to assist employees interchangeably on benefits-related questions. • Accurate communication/less extra inquires intervals.
Comp/ Benefits/ Well-Being	Accountability and Integration of Core Values	2, 3	Standard Operating Procedures (SOP)	Develop departmental standard operating procedures that will be organized and accessible to be used as a knowledge base.	<ul style="list-style-type: none"> • SOP process and checklist are documented and saved to shared drive. • # of SOPs are completed.
Comp/ Benefits/ Well-Being	Innovation and Reimagination	2	Elimination of Paper-Based Forms	Identify and eliminate paper-based benefits forms and processes.	<ul style="list-style-type: none"> • Processes and checklist are documented and saved to shared drive. • # of paper-based forms eliminated.
Comp/ Benefits/ Well-Being	University Culture, Engagement, and Belonging	1, 4	Equity Reporting	Automate equity reporting for staff to provide pay transparency and incorporate appropriate communication plan.	<ul style="list-style-type: none"> • Correct data and data integrity. • Appropriate funding to cover state-funded equity costs. • Leadership awareness; school/department funding for non-state-funded positions. • Employee access of integrated market data on employees' records.
Comp/ Benefits/ Well-Being	University Culture, Engagement, and Belonging	4	Compensation Policies	Ensure all compensation-related policies are up-to-date.	<ul style="list-style-type: none"> • # of policies updated, modified, or implemented.
Comp/ Benefits/ Well-Being	Innovation and Reimagination	1, 3, 4	Job Description Career Path Brand	Create a career path brand that includes not only easily accessible job descriptions but also decision trees to assist employees finding their path.	<ul style="list-style-type: none"> • # of employees accessing job descriptions. • # of employees who have had the opportunity to move into a higher-level position previously not available to them because of minimum qualifications.
Comp/ Benefits/ Well-Being	University Culture, Engagement, and Belonging	1, 2, 4	Exempt and Nonexempt Pay Plans	Ensure UMB exempt and nonexempt pay plans are updated and effectively communicated.	<ul style="list-style-type: none"> • # of processes reviewed and improved. • # of exempt pay changes. • # of town hall meetings to communicate change. • # of job descriptions changed to allow for substitution.

HR Functional Area	UMB Theme	UMB Outcome #	Strategic Goal Title	Goal Description	Outcome Metrics (To evaluate success of the strategies and goal)
ELR	Accountability and Integration of Core Values	1	HR Policy Advisory Committee	Establish, implement, monitor, and maintain HR Policy Advisory Committee to ensure that HR policies are developed, reviewed, updated, and revised on a routine basis.	<ul style="list-style-type: none"> • Quarterly report produced. • # of new policies. • # of updated policies. • # of retired policies. • # of days to launch. • Various methods of communication. • Action plan and process improved. • Trends and barriers tracked.
ELR	Accountability and Integration of Core Values	1, 3, 4	Performance Management Program	Design and implement a multiphased approach to evaluating and improving the current performance management process, evaluation form, and tools. This includes developing a performance-based merit process, designing and implementing a 360 evaluation process and tools; and designing and implementing a succession planning process and tools.	<ul style="list-style-type: none"> • Employees have a better understanding of their performance goals and objectives. • Appraisals are conducted on time and are ongoing, rather than a once-a-year process. • Appraisal and training schedules are automated. • Employees have online access to their electronic file. • Merit-based model developed and integrated into performance-related pay decisions. • 360 evaluation process completed. • Succession planning process, tools, and training completed. • Performance management process integrated in HCM.
ELR	Accountability and Integration of Core Values	1, 4	Standard Operating Procedures	Develop documented standard operating procedures for major ELR processes and functions.	<ul style="list-style-type: none"> • Streamlined and improved ELR processes and functions. • Framework for training and cross-training completed. • Knowledge retention process documented and completed. • HCM implementation preparedness.
ELR	Accountability and Integration of Core Values	1	ELR Team Structure	Reorganize the Employee and Labor Relations structure distinguishing intradepartmental functions to better suit the operational needs of the department.	<ul style="list-style-type: none"> • Increased efficiency and effectiveness in core ELR functions (leave management, employee relations, labor relations). • Increased ability to meet customers' needs in a faster, more streamlined way. • Bi-annual ELR customer service survey analysis completed.

HR Functional Area	UMB Theme	UMB Outcome #	Strategic Goal Title	Goal Description	Outcome Metrics (To evaluate success of the strategies and goal)
ELR	Accountability and Integration of Core Values	1, 3	Affirmative Action Plan	Enhance and strengthen the affirmative action plan process and outreach efforts.	<ul style="list-style-type: none"> Increased outreach programs designed to expand access to health care and increase employment opportunities for a more diverse pool of candidates. Job applicant requisitions dispositioned accurately and timely. Established quantifiable methods to measure the success of outreach efforts for protected groups.
ELR	Accountability and Integration of Core Values	1	Leave Management	Design and implement a comprehensive plan for redesigning and enhancing leave management operations.	<ul style="list-style-type: none"> Improved leave management system, process, policies, and application. Actionable dashboard and metrics, tracking, reporting: lost time, costs, return-to-work rates, abuse, and productivity.
HRIS	Innovation and Reimagination	2, 3	Technology Integration	Work with HR subject matter experts to streamline processes through the integration of technology.	<ul style="list-style-type: none"> HR business processes minimized, and all HR forms migrated to DocuSign. Electronic processing of key processes identified, standardized, and streamlined. Electronic workflows and approval routing utilized to increase automation and standardization of business processes.
HRIS	Innovation and Reimagination	2, 3	HR System Functionality	Support the HR team in evaluating, planning, implementing, troubleshooting, patching, and testing of systems modules that will enhance the functionality of HR systems.	<ul style="list-style-type: none"> Application enhancements through end user requests identified and assessed. Appropriate enhancements tested and implemented as appropriate. Training and communication materials developed to assist end users and support staff for application enhancements and changes.
HRIS	Innovation and Reimagination	2, 3	Self-Service Portal	Develop and implement a self-service portal for users to process transactions through self-service.	<ul style="list-style-type: none"> Managers have access to a self-service portal that employees find useful and efficient to access and update their personal information such as demographics and life events.
AVP Office	Accountability and Integration of Core Values	1, 2, 3	Strategic Plan	Develop and implement Strategic Plan to serve as a department road map and align HR services with UMB's Strategic Plan.	<ul style="list-style-type: none"> Mission and Vision statements developed. HR Core Themes and Values developed. University review and feedback process conducted to gather feedback from customers and stakeholders. Plan finalized and implemented with ongoing monitoring.

HR Functional Area	UMB Theme	UMB Outcome #	Strategic Goal Title	Goal Description	Outcome Metrics (To evaluate success of the strategies and goal)
AVP Office	Accountability and Integration of Core Values	3	HR Service Delivery	Assess and strengthen the HR service delivery model, operational functions, and staffing levels to support current and future university needs.	<ul style="list-style-type: none"> Using consultant, assess current model and identify gaps. Recommendations provided by consultant prioritized and implemented. Performance goals established for the HR department and cascaded to the development of team and individual goals.
AVP Office	Accountability and Integration of Core Values	1, 3	Continuous Improvement Coordination	Maximize continuous improvement opportunities to contemporize HR operations, policies, and systems and provide high levels of efficiency, quality, and cost effectiveness.	<ul style="list-style-type: none"> Key customer-facing processes identified, reviewed, and improved where necessary. HR initiatives coordinated across the department, with clearly defined roles and responsibilities, to diminish duplication of effort and misunderstandings. HR compliance-related programs and activities annually reviewed with corrections administered as necessary. Decrease in the time required to develop and communicate policies. Increase in the usability and understanding of new, updated, and existing policies Consistent application of policies and procedures. # of policies and procedures developed, updated, or reviewed. # of stakeholders engaged in feedback and socialization activities.
Well-Being, Engagement, and Belonging					
ELR	University Culture, Engagement, and Belonging	1,3	Positive Employee Relations Programming	Increase employee engagement through positive employee relations programming and training for management and non-union staff to routinely engage with labor unions and to foster a stable, transparent, and compliant labor relations environment.	<ul style="list-style-type: none"> HR/ELR and management relationships with labor union members and leadership strengthened. Union matters addressed in a timely manner. Routine labor/management meetings established and held on a routine basis. Increased understanding of policies, practices, and programs by union members. Improved application of policies, practices, and programs by ELR staff. Increased accountability for resolving employee concerns.
Comp/ Benefits/ Well-Being	University Culture, Engagement, and Belonging	1, 3	TIAA Targeted Income Project	Partner with TIAA to offer planning for retirement services for UMB targeted group employees.	<ul style="list-style-type: none"> # of new enrollees or those with increased contributions. # of outreach events held.

HR Functional Area	UMB Theme	UMB Outcome #	Strategic Goal Title	Goal Description	Outcome Metrics (To evaluate success of the strategies and goal)
Comp/ Benefits/ Well-Being	Innovation and Reimagination	2	Promotion of Benefits Programming	Increase awareness and promotion of benefits functions, programs, and services	<ul style="list-style-type: none"> • # attending benefits programs. • Feedback/surveys gaps and areas of improvement.
Comp/ Benefits/ Well-Being	University Culture, Engagement, and Belonging	1, 3, 4	Well-Being Programming	Increase and maximize well-being programming to reflect a culture of care and to meet customer needs.	<ul style="list-style-type: none"> • Restructuring plans completed. • # of participants. • Website completion. • Qualtrics survey and Zoom registration. • # of evaluations. • # of partnerships with internal/external stakeholders.
Comp/ Benefits/ Well-Being	University Culture, Engagement, and Belonging	1, 3, 4	Well-Being Champions	Maximize Well-Being Champion program to assist with the promotion and execution of wellness activities.	<ul style="list-style-type: none"> • Completion of program structure. • # of responses from employees related to communication plan. • Completed interviews. • # attendance and evaluations. • # of Well-Being Champions.
Comp/ Benefits/ ELR	Accountability and Integration of Core Values	2, 3	Employee Assistance Program (EAP)	Maximize utilization of new EAP provider services.	<ul style="list-style-type: none"> • New provider secured, with updated contract. • EAP and fitness-for-duty referral process developed. • New services communicated and promoted. • Webpage updated. • Utilization rate increased. • # of completed evaluations with feedback. • Rate of participation in EAP services.
Comp/ Benefits/ Well-Being	University Culture, Engagement, and Belonging	1, 3, 4	Well-Being Program Assessment	Evaluate the effectiveness of well-being programs and initiatives to determine if needs are being met	<ul style="list-style-type: none"> • # of surveys completed. • # of related actions.

HR Functional Area	UMB Theme	UMB Outcome #	Strategic Goal Title	Goal Description	Outcome Metrics (To evaluate success of the strategies and goal)
OED/Comp	University Culture, Engagement, and Belonging	1, 2, 3, 4	Future of Work Task Force Appointed to Develop Future of Work Recommendations for Senior Leadership	Lead and facilitate the development of UMB Future of Work Task Force recommendations to address the current and future needs of the workforce, including working with HR workgroups to formulate a workforce planning framework and a job suitability assessment tool.	<ul style="list-style-type: none"> • Task force charge developed, with task force members appointed. • Completion of website for information sharing. • Town hall/face-to-face virtual sessions, brown bag sessions, and listening sessions conducted. • Completion of Future of Work Survey and # of surveys completed. • Final recommendations report submitted from task force. • Completion of job suitability tool. • Completion of workforce planning framework report.
AVP Office	University Culture, Engagement, and Belonging	1, 4	Employee Engagement	Partner with the EDI office to build and administer UMB Staff Experience Survey results; communicate results and work with schools and units to develop or modify action goals to strengthen the employee experience.	<ul style="list-style-type: none"> • Increased satisfaction from staff with their overall experience. • % of customer survey respondents rating overall satisfaction; participation rate retention increases. • All units aware of survey findings, expectations, and next steps.

UMB 2022-2026 STRATEGIC PLAN

THEMES AND STRATEGIC OUTCOMES

THEME 1.

Accountability and Integration of Core Values

Objective: *UMB will systematically integrate the core values into the organizational culture through education and demonstrated behaviors so that internal and external stakeholders clearly understand who we are as an organization and what we stand for.*

Outcomes:

1. UMB leadership demonstrate their commitment to the core values and expect fellow leadership, faculty, staff, and students to hold the University's senior leaders accountable to those core values.
2. UMB has a clearly articulated group of behavioral expectations related to each core value set to which faculty, staff, students, and University leaders are held accountable.
3. UMB operationalizes the core values in each school and administrative unit through activities including talent management, employee development and empowerment, and enhancements to student learning and experiences.
4. UMB uses reliable quantitative and qualitative data to provide transparent metrics to demonstrate and document the University community's ongoing efforts at aligning behavior with the expectations inherent in our core values.

THEME 2.

Student Growth and Success

Objective: *UMB will design and implement collaborative, inclusive, respectful, and accessible academic learning environments that*

equitably support and develop students to become exemplary professionals and purposeful contributors to society.

Outcomes:

1. UMB provides academic programs, offerings, and services that are accessible to students of all racial and ethnic backgrounds, income levels, and social identities.
2. UMB develops and implements anti-racist and anti-oppressive policies, practices, and programming that promote student well-being, belonging, and success.
3. UMB enhances student learning and innovation through creative and effective teaching methods developed through collaborative and agile faculty development initiatives.
4. UMB engages students and fosters their passions and skills to prepare them for meaningful self-reflection and ethical careers in alignment with the University's core values.
5. UMB engages a diverse alumni community that supports and creates sustainable connections for student mentoring, networking, and scholarships.

THEME 3.

University Culture, Engagement, and Belonging

Objective: *UMB will create a sustainable, equitable, and inclusive culture of care that collaboratively engages and embraces all members of the University community, and the broader community, with respect and in a manner that fosters belonging, understanding, trust, and equity.*

Outcomes:

1. UMB is inclusive and actively seeks input from stakeholders at all levels and of all backgrounds when identifying opportunities, planning and setting goals, and making decisions.
2. UMB actively recruits, retains, supports, and advances diverse students, faculty, and staff, demonstrating a commitment to our core value set of Equity and Justice.
3. UMB provides professional and educational programs and initiatives that build capacity, equity, and respect, and support the well-being, sense of belonging, and success of all members of the University community.
4. UMB communicates in a manner that is empowering, inclusive, and demonstrates cultural humility.

THEME 4.**Innovation and Reimagination**

Objective: *UMB will foster an agile, creative, and risk-tolerant learning environment, boldly capitalizing on new opportunities, technologies, and the power of collaboration to discover meaningful solutions to the complex problems impacting UMB, its schools, its strategic partners, and communities.*

Outcomes:

1. UMB nurtures an environment of research and discovery that probes and answers challenging questions, openly shares knowledge, and improves the human condition.
2. UMB promotes the use of applicable new technologies and data-driven analytics, promoting student success, groundbreaking discoveries, employee productivity, and administrative effectiveness.
3. UMB embraces a broad and collaborative culture encouraging the free exchange of ideas, acknowledging the importance

of risk-taking for bold gains and learning from failures and successes.

4. UMB fosters excellence in teaching and learning by adopting best-in-class design and pedagogical practices to prepare students for promising, rewarding, and impactful careers.

THEME 5.**Community Partnership and Collaboration**

Objective: *UMB will formalize and embrace a university-wide approach to community engagement and scholarship that fosters inclusive and equitable partnerships with our neighbors.*

Outcomes:

1. UMB becomes a trusted partner and resource as we learn from the history of our own institution and further build relationships with our neighbors in West Baltimore and across Maryland.
2. UMB honors, acknowledges, and values community sovereignty and the wisdom of our neighbors and actively integrates the knowledge, experience, and expertise of community members to measure and document the impact of UMB's health, legal, social, and economic development programs.
3. UMB values and rewards teaching, research, and service that is grounded in community engagement as well as holds faculty, staff, and University leaders accountable for ethical and mutually beneficial community engagement practices.
4. UMB develops, establishes, and maintains strategic partnerships among our seven schools, other University System of Maryland institutions, and the University of Maryland Medical System to resource, coordinate, and support community initiatives that can become a local, regional, and national model for others to replicate.

THEME 6. **Global Engagement and Education**

Objective: *UMB will enhance its impact and reputation as a globally engaged institution committed to improving the human condition through engagement, education, and research.*

Outcomes:

1. UMB is committed to and promotes interdisciplinary, innovative, equitable, and sustainable solutions to domestic and global challenges.
2. provides students the opportunity and institutional support to engage in global learning.
3. expands University programs that value, support, and celebrate the richness and expertise of international students, scholars, faculty, and staff.
4. UMB provides enhanced operational support and a knowledge platform with which the schools and functional units align their programs and processes to develop global collaborations, track global activities, and share successes.



