Manager/Employee Speaking Points

PURPOSE

As units work through the process to identify which employees are doing which IT work in their units, and which employees may be recommended to join the Shared Service Provider, the following materials may be helpful to answer questions and address common concerns.

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Questions?

Contact us at: contact.nextgen@umich.edu
Workforce Strategy Guiding Principles

Designed in partnership with University Human Resources, the five guiding principles for workforce strategy activities include:

**PRINCIPLE #1:**
Retain staff members, regardless of unit affiliation, who are high performers and possess the skills, knowledge, and ability to perform the available work, in both shared service providers and units.

**PRINCIPLE #2:**
Build the knowledge, skill, abilities, and personal effectiveness of IT professionals across campus to support the U-M IT goals.

**PRINCIPLE #3:**
Engage Program, Academic, and Administrative leadership in a collaborative process for defining approach, executing the transition process, and making transition decisions.

**PRINCIPLE #4:**
Implement workforce plans that ensure appropriate staffing and will:

- Involve units in decision-making to balance U-M and unit needs.
- Provide as much advance notice as possible for affected staff.
- Provide choice for staff, if and when possible.
- Reassign staff members by transferring them from one position to another and/or from one unit to another whenever possible.
- Exhaust options with the least disruption to staff first.
- Use knowledge, skills, and abilities of current staff to inform transition decisions, considering seniority only if skills are equal.
- Provide information and assistance to affected employees.
- Clarify new expectations for individuals, teams, customers, stakeholders, and sponsors.

**PRINCIPLE #5:**
Encourage high potential/high performing staff, irrespective of current unit/department, to apply for open positions at U-M.

The Neighborhood IT Organization

As a shared service provider, ITS is building an organizational model with neighborhood IT staff members located in units throughout campus to provide prompt, personalized, and desk-side customer service to faculty, staff, and students.

Employees will join an ITS team comprising IT professionals from across campus working together to deliver excellent and efficient desktop, network, storage, cloud, and security support (core IT services). The neighborhood
IT team will work side by side with unit IT professionals focused on mission-specific unit IT projects. Through carefully defined roles and responsibilities for all IT professionals, the objective is to provide seamless support to end-users by smoothly triaging questions using common ITS tools and process for resolving issues.
IT Roles & Potential Staffing Assignments

If a unit determines that current IT employees should join ITS, in most cases that employee will initially join the neighborhood IT team in their current unit. This means that he/she would remain at the same location, supporting the same end-user population he/she supports today. Over time, due to natural attrition, increased automation, and service delivery improvements, staffing assignments may change. As the service is stabilized and the appropriate staffing level is determined, the total size of the workforce will shift.

Beyond neighborhood IT, MiWorkspace will have the following teams: Depot/Warehouse/Repair, Windows Platform, Macintosh Platform, and the Printing Platform, which employees may join over time. Additionally, employees with skills and experience in Networking, Security, Server Administration, or Service Desk may join these teams over time as well.

Unit/ITS Partnership for Staffing Decisions

It is expected that ITS and units will work collaboratively and openly around this transition, with regard to service deployment in the unit and staffing decisions.

ITS will provide units a list of those employees who are included in the Shared IT Services Business Case, based on job titles and roles in 2009/10 and 2012. Employee names, titles, and salaries from 2009/10 and 2012 will be provided to units, and those employees with desktop, network, storage, server, security, or service desk titles will be highlighted, as these employees were part of the business case for IT Rationalization, and university leadership expects they will be recommended to join the Shared Service Provider.

Units will do the following:

- Review the Business Case.
- Evaluate employee roles, tasks, and work.
- Recommend which employees and/or funding should come to ITS, if any.
- Recommend which employees and/or funding should remain in the unit for mission-specific IT initiatives.
- Define what changes, if any, should be made to the current roles and responsibilities for employees staying in the unit.
- Select which options or levels of service the unit requires, for those components of the service with flexibility.

As units are making these staffing decisions, ITS will be available to answer technical, workforce, or financial questions. If units request to retain employees and/or funding, ITS leadership will be available to discuss these proposals. However, all employees and/or funding removed from the business case will need to be escalated to Unit/ITS leadership and the Provost and/or CFO for final approval.

Both employees recommended to join ITS and those recommended to stay in the unit for mission-specific IT work will be notified by their supervisor of that decision.
Transfer Then Transform

Central Administrative units will implement shared IT services between summer 2012 (pilot) and fall 2013. Academic and Research units will implement between summer 2013 (pilot) through 2014.

Regardless of when units adopt these services, all unit IT employees who are recommended to join the shared service provider by their units and ITS will be offered a position in the organization. One guiding principle for this transformation states that we will retain staff members, regardless of unit affiliation, who are high performers and possess the skills, knowledge and ability to perform the available work, in both shared service providers and units.

Employees recommended to join ITS will receive transfer offers during their unit implementation planning and have a reasonable amount of time to make a decision whether to accept or decline this offer. Employees that decline their offer will need to discuss with their unit if any other opportunities are available. ITS will work with units to determine if any performance issues exist and what current mitigation strategies are being employed so these can continue going forward.

Employees accepting offers will become ITS staff members approximately 2.5 months prior to the time their unit goes live with shared IT services. They will receive comprehensive training for their new role, including ITS orientation, team orientation, customer service materials, technical, and tool training. Additionally, they will participate in unit discovery, detailed planning, and roll out activities. Ongoing training and development opportunities will be available to service provider employees over time to enhance existing skills and build new ones. Employees entering ITS at the managerial level will receive additional manager training so they are comfortable in their new role and organization.

Employees will transfer to ITS with their current titles and compensation. Because of the wide variation in titles and compensation for employees performing core IT services across campus, ITS will work with employees to gradually achieve consistent titles and compensation. Approximately six months after their transfer to ITS, staff members will transition to ITS titles that match their job roles and responsibilities. Additionally, ITS will work to adjust salaries for employees who are under-compensated, to a compensation level consistent with the ITS salary structure and compensation philosophy. Employees who have compensation packages higher than their ITS roles and responsibilities will be reviewed on a case by case basis. This is consistent with the ITS process developed during the merger of the three legacy IT organizations.

One of the advantages for employees within the shared IT services organization is the opportunity to partner and learn from peers across campus. The team will have regular opportunities to meet as a larger group to share knowledge, best practices, and innovative solutions which might be adopted in other units.

Over time, efficiencies and automation will reduce the total number of IT professionals needed to provide these core IT services. ITS intends to use natural attrition (e.g., employees accepting new positions, retirement, promotions) to achieve reductions in number of employees providing this support wherever possible. The Service Provider intends to build and retain motivated, talented, and reliable IT professionals, and encourage these professionals to seek career advancement when opportunities arise that the employee wishes to pursue.
Encourage Unit Innovation and Mission-Based Initiatives

One of the primary goals for shared IT services has been to reduce the spending for core IT tasks and increase the available funding for mission-critical and innovative IT solutions throughout campus units. Employees who stay in the unit may have additional opportunities to pursue these types of initiatives due to moving responsibility for core IT tasks to ITS.

As units are determining which employees should join ITS, they are encouraged to consider which mission-critical or innovative IT solutions may be able to be achieved if they can refocus retained unit IT staff toward these efforts. If units choose to keep employees with core IT skills for mission-specific work going forward, ITS will be supportive of these choices as long as retained employees are not duplicating core IT roles or efforts.

Note: Units may need to locate additional funding to support these decisions.

Suggestions for Navigating Change

University Human Resources developed the following information about leading through change which managers and leaders in units may find helpful.

LEADING THROUGH CHANGE

New initiatives can bring new opportunities and may be exciting times of change, but change also brings a period of disruption. Varying levels of adjustment may be needed in the ways in which large numbers of staff get their work done. Disruption is unavoidable and necessary. The goal of leading through change is not to eliminate the change, but rather to recognize it. Once recognized, managers can find ways to engage their staff, gain their commitment, create a partnership for success, and enduring change within the organization.

CREATE A FOCUSED, SIMPLE VISION THAT EVERYONE CAN SHARE

Employees are being asked to change. They have to know the destination in order for the steps along the way to feel directionally correct.

Share a consistent high-level vision for what is to be accomplished – no jargon, no expert knowledge needed. Simply explain the goal and why it’s important.

Use common language and focus on the few most important points that you’d want repeated when staff discuss the most vital reasons for change and advantages that will be gained.

Discuss not only organizational wins, but also the potential for personal wins (involvement in new teams, using or gaining different skills, having influence over outcomes whenever possible).

COLLABORATE AND COMMUNICATE

A command-and-control approach might work when processes are clear and variation is limited. This isn’t going to be the case in a time of major change. Developing new process and approaches are a part of the change process, so stay open to ideas and ask for them. Sharing ideas helps people gain a sense of control over the process and starts conversations that engage people.

Being a resilient leader during change requires that you also accept change – stay open and give yourself time to adjust.
As a leader, you might be used to having the answers, but that won't always be the case during change. During these times, your value is not only in providing fast answers, but also in considering ideas and clearly articulating the future.
Try to speak without jargon, even when speaking to experts. You’ll lessen the risk of misunderstanding, make your interaction more personal, and you’ll be providing key messages that can be repeated and understood by others.

Be okay with not knowing the answer to some questions. Tell the person you don’t know but also let them know when you’ll know, how they’ll find out the answer or what the process is that they should follow.

If you don’t know the answer to a question you should know – be proactive and find out the answer. Chances are, if you feel it’s something you should know, employees will feel the same.

**SEEK INFORMATION AND ASK FOR HELP**

Commit to sharing information with your staff. Project teams will often provide updates, websites and other information resources for you. Information is a powerful resource, and you can help amplify its effectiveness.

See yourself as a partner in the change process – you are, and your engagement is important.

You have a unique understanding of both your direct reports’ concerns and the organization’s goals. Ask for help if you need it.

**Shared IT Services Frequently Asked Questions**

**Is this change designed to reduce a unit’s control of IT?**

- **No.** Unit IT is not going away; IT is and will remain a critical function within most units. Less than 29% of the IT staff in Central Administrative units are impacted by this change. By streamlining core IT investments — computing essentials we all need and use every day like desktop support, network, storage, servers, and security — units will be able to focus more of their resources on technology solutions that advance their unit’s mission.
- The university’s IT Executive Committee (Phil Hanlon, Ora Pescovitz, Tim Slottow, and Steve Forrest) approved moving forward with these shared IT services — and appointed ITS as the shared service provider for these services — after a third-party assessment identified redundancies in U-M’s core infrastructure, and estimated that U-M had an opportunity to reduce its annual IT spend by up to $25M ($127 million savings to the bottom line over 10 years) through IT Rationalization.

**This strategy is untried. How can you be sure the shared IT services will meet my unit’s needs?**

- ITS and the service projects have worked with university leadership, IT managers, and IT employees across campus to identify innovative technology solutions used in units today across campus, and partnered with these units to bring these options into the technology offered to central administration units. Over 75 employees from across campus have contributed to the central administration build and rollout strategy. This includes:
  - Unit Representatives
  - Central Admin Advisory Committee
  - Dean’s Advisory Committee
  - NextGen Michigan Program Steering Group
  - Technical project steering groups
  - Project team members
- In fall 2012, ITS will return to a design phase for an academic unit technology solution. Additional partners from across campus will be sought, and additional technology innovations will be incorporated.
- The goal is to build an infrastructure platform that is both powerful and flexible enough to serve the needs of all units. Units can then apply applications and other tools on top of this platform.
• Both public and private universities around the country are facing many of the same financial challenges that currently face the University of Michigan. Yale, Cornell, North Carolina, U-C Berkeley, Michigan State, and Illinois are among the many universities that have launched initiatives to contain costs and improve efficiencies. Shared Services operations typically provide more efficiencies, enhanced customer service, and improved standardization practices.

What does Shared Service Provider mean?

• ITS will fill the Shared Service Provider role for these shared ITS services. In this role, ITS will coordinate the provision of core IT services. This will be done with a neighborhood IT model that leaves employees in units throughout campus to enable personal connections between desktop support personnel and the faculty/staff/students they support. In most cases this will be done by leaving desktop support employees in the units they support today. However, over time as efficiencies are realized, staffing levels may be adjusted.

• To be an effective Shared Service Provider, ITS is transforming to:
  ○ Ensure we are enabling the U-M academic, research, and clinical missions through customer-led governance,
  ○ Improving our cost transparency to units
  ○ Driving dependable service quality.

What is ITS doing to improve 4-HELP?

• ITS is working to improve its customer service from every angle: from better understanding how customers interact with its services; to creating a structure that receives and adapts to feedback from customers and individuals who provide the service; to building stronger connections across the Michigan IT community.

• The Service Center (4-HELP) is transforming itself into a knowledge-based organization; this means that every call, issue, and solution will be thoroughly documented, creating a robust database of knowledge the organization can use to provide faster, more thorough service in the future.

Will this really save money? What happens to the funds we save?

• Current annual IT costs for the Ann Arbor campus, not including the Health System, are approximately $300M. Through IT Rationalization, U-M has the opportunity to reduce annual IT spend by up to $25 M ($127 million savings to the bottom line over 10 years).

• By implementing MiWorkspace, MiServer/MiDatabase, and security services (Phase 1 of IT Rationalization), we expect to see annual savings of $13.5 M ($4.1 of which is cost avoidance), which will be fully achieved by FY16. The original business case identified $2.1M in savings from central administration labor costs; we expect to achieve that through this process.

• Central administrative units will return general fund benefit to the Provost's Office regardless of unit origination, while academic and research units will be able to “keep” their savings. Auxiliary units will see a savings that should be passed on to their customers, where appropriate; they will also be assessed for a proportional amount of the initial capital costs of the IT rationalization project.

How is this initiative related to the Hackett survey?

• The Hackett Benchmarking effort allowed us to see that we, in relation to other global peers, are in the lower quadrant of efficiency and effectiveness in IT services. Although it pointed us to the right direction, it did not allow individuals to self-report. The survey results were used to initiate the IT Rationalization Assessment Project that launched these recommendations.
What units are affected by these changes?

- Services will be rolled out to central administration first at the Ann Arbor campus, to ensure that services are stable and effective prior to deploying to academic and research units.
- The units that will transition to shared IT services as part of the central administration rollout include:

  | Academic Affairs | Facilities and Operations | OVPR units (supported by Office of Tech. Transfer) |
  | Alumni           | Finance (Pilot)           | and Fleming IT Staff)                              |
  | Athletics        | Fleming                  | Rackham                                             |
  | Audits (Pilot)   | ICLE                     | Student Affairs                                    |
  | Cultural Collections | Investment Office | ITS (Pilot)                                        |
  | (Clements, Bentley, Museum of Art, Matthei, Nichols) | Office of Student Publications | UHR (Pilot)                                        |
  | Development      |                          | University Musical Society                         |

- Not in scope at this time are UMHS units, with the exception of the Medical School when it makes sense.

Workforce Frequently Asked Questions

What is meant by the Workforce Transition Strategy for the NextGen Michigan Program?

- Workforce transition (or workforce strategy) refers to the employee-related activities that occur when units adopt the shared IT services. Workforce activities will be conducted between ITS and unit leadership to match the right employees with the right skills with the right work in the right location.

I am a manager of a unit IT group. One of my desktop (or network, storage, cloud, security) staff members is leaving, should I fill this position?

- It depends. Our recommendation is that you work with your unit HR representative, and together, you reach out to ITS. Our HR lead can talk through possible strategies with you based upon when your unit might adopt shared IT services, which employee is leaving, and what work they current perform. ITS is working with a temporary staffing service to fill short-term needs of this nature. Additionally, ITS may have services we can provide at that time to be of assistance.
How will IT personnel be affected?

- Our new shared IT services are bringing fundamental changes to how U-M provides IT services, as well as in the structure of its IT workforce. Some staff will continue to function as they always have, some will change their focus to new services within their unit, some will transition to ITS to support the new shared IT services, and some will choose other opportunities. We expect 66 of 229 IT staff in central administration to transition to ITS in the 2013 calendar year (less than 30% of IT staff). Over time, as we gain efficiency through automation and standardization, we expect the ratio of customers to support people to increase.
- Impact to each individual will vary based on the employee’s skills and the needs of the university. The goal is to have staff with the necessary skills at the right staffing level, doing the right work the right way.
  - **What this means for IT employees within Central Administrative units:** Little will change for employees who do not perform tasks that will become part of the shared IT services. These employees will continue to perform mission-specific unit IT work as determined by their unit.
    Identified employees will officially join ITS about two months before their unit transition to MiWorkspace. Once joining ITS, many of these employees will continue to be located in units throughout campus as part of the new “Neighborhood IT” team and provide desk-side support, while others will become members of other IT teams and sit with their respective teams. There will be both staff and managerial roles.
  - **What this means for IT employees within Academic/Research units:** The service will be redesigned for academic and research units beginning fall 2012, which will include discussions around the support model. The approach for workforce transition for IT staff in academic/research units will be decided after reviewing the process used for central administration.

Who are the leaders in my unit who are responsible for working with ITS on workforce decisions?

- Unit IT and HR leaders will be the unit level champions/advocates for workforce transition. They will guide all employees through the workforce transition process. Input for transition decisions will be gathered from Unit HR, IT managers and supervisors, and unit representatives.

Will staff be allowed to move across organizations throughout the university?

- Yes, we encourage high-potential high-performing staff, irrespective of current unit/department, to apply for open positions anywhere in the university, including positions posted for NextGen-related jobs.

Are affirmative action goals going to be considered?

- Diversity matters at Michigan. It is a core value of our distinguished university and a key factor in assuring the excellence, inclusiveness, and welcoming environment that make Michigan a great place to work and learn. With this type of foundation, affirmative action goals will be considered.

Will ITS staff automatically retain their jobs while staff in the schools/colleges will be affected?

- No. It is important to recognize that throughout this process, all IT staff will be considered equally for all open positions, regardless of current alignment to a unit or to ITS. A Guiding Principle of the NextGen Program is to retain staff members who are high performers and possess the skills, knowledge, and ability to perform the available work regardless of their current unit affiliation.
I have heard that all current IT employees will have to re-apply for their jobs – is this true?

- No. ITS is partnering with units to determine which employees should join ITS for core IT tasks without a re-application process. There may be some cases where positions are posted (e.g., positions will require a unique or uncommon skill set). Employees are encouraged to apply for those postings, per the standard university application process.

When will I know if I’m moving to ITS?

- Central Administration pilots for MiWorkspace will begin in summer 2012 and continue through 2013. Academic unit pilots will begin late 2013 and continue through 2014. Staffing decisions for employees recommended to join ITS as the shared service provider will be made by November 2, 2012
- Employees recommended to join ITS will be provided transition information and be invited to join in activities between the time they are identified to transition and when they actually receive transfer offers to join ITS.

When will I become an ITS employee and will I receive orientation and training?

- Transfer offers will be provided to unit employees identified to join ITS as their unit roll out activities begin.
- Employees accepting offers will become ITS staff members approximately 2.5 months prior to the time their unit goes live with shared IT services.
- Comprehensive training will be provided for their new role, including ITS orientation, team orientation, customer service materials, technical, and tool training.
- Employees will also participate in unit discovery, detailed planning, and roll out activities.
- Ongoing training and development opportunities will be available to service provider employees over time to enhance existing skills and build new ones.
- Employees entering ITS at the managerial level will receive additional manager training so they are comfortable in their new role and organization.

What role will I have if I transfer to ITS?

- Employees transferring to ITS will be placed based upon their current IT roles and responsibilities. In general, this means that employees performing desktop support tasks today will be placed in the neighborhood IT team supporting their same unit tomorrow.
- Beyond neighborhood IT there are Windows, Macintosh, and Printing platform teams, as well as networking, security, server administration, and service center teams which support core IT activities. Employees with deep skills in these areas may receive and accept offers from the ITS teams.
- Over time, due to natural attrition, efficiencies, automation and service delivery improvements, staffing assignments may shift.

What roles might I have opportunities to apply for in the future?

- All transitioning employees will be given an opportunity to share their IT experience and future goals, so if future positions open up in other shared IT services teams, ITS knows which employees have interests and skill sets that match these positions.
- Transitioning employees will also complete an online profile of all IT skill sets, which can also be utilized match potential employees with open positions.
- All staff, regardless of current alignment to ITS or a unit, will be evaluated equally for identified positions.

Will there be managerial roles in the shared IT services?
• Yes. Just like today, there will be both IT managers and supervisors in the shared IT service teams.
What happens to my salary and title?

- Employees will transfer to ITS with their current titles and compensation.
- Because of the wide variation in titles and compensation for employees performing core IT services across campus, ITS will work with employees to gradually achieve consistent titles and compensation. Approximately six months after their transfer to ITS, staff members will transition to ITS titles that match their job roles and responsibilities.
- ITS will work to adjust salaries for employees who are under-compensated, to a compensation level consistent with the ITS salary structure and compensation philosophy. Employees who have compensation packages higher than their ITS roles and responsibilities will be reviewed on a case by case basis.

Where will I sit? Will I be moved to another location?

- Shared IT services are designed around a neighborhood IT model with employees located in units throughout campus. Having neighborhood IT in the units promotes rapid response times and enhances relationship-building between the desktop support IT employee and the faculty/staff/students they support.
- Beyond neighborhood IT there are Windows, Macintosh, and Printing platform teams, as well as networking, security, server administration, and service desk teams which support core IT activities. Employees with deep skills in these areas may receive and accept offers from the ITS teams.
- Over time, due to natural attrition, efficiencies, automation and service delivery improvements, staffing assignments may shift.
I currently support IT and non-IT functions for my department. Some/All of my IT responsibilities are in the scope as a result of the shared IT services. What could happen to my role if my IT responsibilities are reassigned to a shared service provider?

- In many instances, those providing IT support in the units are also tasked with non-IT activities as well. Understanding the time spent on these activities is important, as units are determining employee placement most employee work may be core IT work, and the employee is recommended to join ITS. In this case, the unit may reassign non-IT work that employee is performing to another employee remaining in the unit.

Generally speaking, IT staff in units perform a variety of functions, including desktop support, network, server and storage administration, and security. The new shared IT services have been designed to cover many of these activities. The expectation is that unit staff who hold positions that serve these functions will move to ITS. Some unit staff may perform activities in their unit that are not covered by the new services. For these cases, a rule of thumb was developed to guide decision making.

- **Does a position move?**
  The business case is based on analysis of job titles and current and future state support ratios (IT position: users). These factors were the main inputs into establishing a target number of positions, for each unit, that need to move to ITS.

- **Does a person move?**
  The decision of how many positions move over to the shared service is based on the overall amount of work that was in scope from the assessment, no matter how it was divided up amongst the staff. Some unit IT staff may perform a combination of activities that are covered by the new services and also perform unit specific work. In units with larger IT staff, the unit can decide which employees should move to ITS and which should stay in the unit based on their primary duties and skill set.

  For units with fewer IT staff, a good rule of thumb is if 80% of the person’s activity will be replaced by the new services, a position should move to ITS.

- **How are remaining activities covered?**
  ITS will work with the unit to ensure that there is a way to get the retained work done. A unit should transfer “other work” to remaining IT staff in the unit if possible (this may work in units with a large IT staff). If that is not an option, the person should move with their “other work” to ITS. In these cases, ITS, the unit, and the staff member will evaluate the effectiveness of the arrangement after a trial period of approximately 3-6 months.
Will there be RIF notifications as part of this process?

- There will not be reductions in force initially. As we automate tasks that have historically required desk-side visits and sharing services will create efficiency and reduce the total number of IT staff needed for these activities. This may be result in RIFs.
- We will use natural attrition (e.g., employees accepting new positions, retirement, promotions) whenever possible when reductions in the total number of employees providing support is required. When any additional decisions on reductions in force are needed, they will be based upon knowledge, skills and performance; not unit affiliation or seniority. ITS will retain employees, irrespective of service, who possess the necessary skills, knowledge, and abilities to perform the available work which are not possessed to the same degree by other employees in the same classification.
- We are committed to the success of staff members across the Michigan IT community, regardless of unit or campus affiliation. ITS intends to build and retain motivated, talented, and reliable IT professionals, and encourage these professionals to seek career advancement when opportunities arise that the employee wishes to pursue.

Will there be support available to those receiving RIF?

- Yes. We are looking at options to provide transition assistance to those who receive RIF notifications. There will be programs available to help employees through their transition. Additionally, programs such as Faculty and Staff Assistance will remain available for use by employees.

Will there be any retirement or voluntary termination incentives offered to staff that will be affected by the NextGen Program?

- No. At this time, there are no plans to offer retirement or voluntary termination incentives to IT staff.

Will I be eligible for unemployment if I am laid-off from the university?

- Possibly. You may collect unemployment benefits, if eligible, during your layoff period while you seek another position. The following notice contains information that will assist you with applying for unemployment benefits, and can be accessed via the following link: http://www.michigan.gov/documents/uia_UC1711_76111_7.pdf

If I currently have another appointment (temporary or regular) with another U-M unit and I am RIF’ed, will I have to forfeit that appointment too?

- No. Not necessarily, that will be up to the unit that is funding the additional appointment.

What can I do now to get ready? Should I be working on updating my skills? Will additional certifications help me?

- Individual needs, interests and readiness will vary from person to person. Your career path is an individual decision. Your skills should always be updated as they reflect on your personal interests and marketability. Additional certifications may or may not help. This will largely depend on the role you’re being considered for. Please work with your manager on your professional development.
What career resources are available to me? Do I need to do a resume and learn interviewing?

- Career resources vary from department to department. Please see your manager for available career resources and work with them to determine your career needs. Since everyone is in different levels and stages of career development, resume and interview needs will vary. Please see your manager for guidance.

How do HR professionals help folks with stress and change and uncertainty? Is FASAP available?

- We are committed to exhausting all options with the least disruption to staff first. We will work to provide information and assistance to those impacted by the change, provide as much advance notice as possible for impacted staff, and provide choice for staff, if and when possible. Please refer to the Faculty & Staff Assistance Program (FASAP) for assistance. For more information, visit [http://www.umich.edu/~fasap/](http://www.umich.edu/~fasap/).

### ITS HR Policies Frequently Asked Questions

**Does ITS permit flexible work schedules (long-term)?**

- ITS supports the use of non-standard and flexible schedules when appropriate. Employees may request approval of a non-standard work schedule from their direct supervisor who will make a decision based on good performance record, current workloads, and the ability to meet project deadlines. In some cases, an employee may be assigned to a non-standard schedule in order to meet the requirements of a job or work situation. The University of Michigan and ITS strive to provide a diverse working community with a flexible workplace to attract and retain quality staff.

**Does ITS permit short-term flexible schedules to accommodate meetings, projects, or other occasional events?**

- ITS does accommodate short-term flexible scheduling, but this must be approved by the supervisor prior to implementation. It is suggested that the request and granting of the request be in an email and indicate the dates and temporary schedule.

**What is considered to be a standard work schedule at ITS?**

- A standard schedule for a regular 100% appointment staff member is 8 hours per day, 5 days per week. For staff with less than a 100% appointment, a standard schedule is the same number of hours 5 days per week. For example, a staff member who has a 75% appointment works 30 hours per week. This would equate to a standard schedule of 6 hours per day, 5 days per week. Starting and quitting time may vary from unit to unit and within ITS.

**Does ITS permit non-standard or part-time work schedules?**

- ITS does permit non-standard and part-time work schedules. A non-standard schedule is any schedule that does not meet the above definition and is the on-going typical schedule of a staff member. Some examples of non-standard schedules include:
  - 100% appointment — 4 days per week, 10 hours per day
  - 75% appointment — 3 days per week, 8 hour per day and 1 day per week, 6 hours per day
  - 60% appointment — 3 days per week, 8 hours per day
- If employees are pursuing a non-standard schedule on a continuing basis, the following requirements must be met:
Complete a memorandum outlining the non-standard schedule. This memorandum must include the employee’s and supervisor’s signature. Ideally the non-standard schedule memorandum is written and approved before the employee actually starts to work the non-standard schedule.

- Memos should be given to ITS-Human Resources and will be placed in the ITS HR files.
- Supervisor should notify Administrative Assistant doing the timekeeping.

Can ITS employees telecommute?

- Depending upon their roles, some ITS employees have been granted approval to telecommute. Not every role is suitable to this arrangement, and a signed telecommuting agreement must be completed between the employee and their manager.