

# The M<sub>ISSION</sub> Messenger

## Medical School Staff Newsletter

Vol. 12, No. 1

University of Michigan

March 2006



### *A Day in the Life of . . . . Nancy Leff*



In the Cell and Developmental Biology (CDB) Department, Nancy Leff does not have “typical days.” In CDB, she manages the Human Embryonic Stem Cell Core lab, and there are many different things going on at all times.

The goals of the Center are to train new scientists, to use both routine tissue culture equipment, such as tissue culture hoods, incubators, and microscopes, and the unique cell picking stations to grow the human embryonic stem cells. The unique challenge of culturing stem cells is the requirement that they grow on mouse embryonic fibroblasts (MEFs). Stem cells are expanded by a manual process of cutting the cell colonies by hand into small pieces in the picking station with a warming stage and dissecting microscope, while maintaining a sterile technique.

The Stem Cell Core operates as a research laboratory and as a service facility

for the University of Michigan research community. The biggest challenge of Nancy’s day is finding a balance between helping the scientific community and working on the rest of her projects. Aside from doing stem cell research, she assists other labs by training research personnel on how to culture and maintain stem cells. The Stem Cell Core trains between four and eight new research trainees every year.

Nancy explained that undifferentiated stem cells are considered pluripotent: this means they have the capacity to become (differentiated into) any cell type of the body, given the correct environment, and growth factors, signaling molecules, etc. Once a stem cell is directed toward a specific differentiation pathway, the current belief is that it cannot go back to the undifferentiated state; it cannot regain its pluripotent characteristics and is therefore committed to becoming a specific cell type of the body. Scientists in the CDB department are working to identify these factors, molecules and environments so they can direct undifferentiated stem cells down specific pathways to make neurons, cardiac muscle, insulin producing pancreatic cells and bone, for instance.

In addition to training new scientists and maintaining the stem cell cultures, Nancy and her colleagues are involved in a wide variety of community outreach activities. They participated in the “U of M Brains Rule Expo” for local area 6<sup>th</sup> graders at the Ann Arbor Hands on Museum where their message was that stem cells may be helpful in

### CONTENTS

Questions from Our Readers.....	2
Special Thanks To.....	2
LGBTA.....	2
Office of Institutional Equity.....	2
Diversity .....	3
Financial Planning Tool Developed.....	3
Managing Smart.....	4
UM Automated Hiring Process.....	4
SPG Updates.....	5
Look Who Retired.....	5
BSRB Update.....	5
Web Corner.....	6
Spring Calendar.....	6



the future to repair spinal cord injuries and diseases such as Parkinson's. Her office has also talked to community school groups, and this past summer, produced stem cell photographs for the Center for Organogenesis Art Fair BioArtography booth.

For the last nine years, Nancy has been a volunteer with Warm the Children Fund through the Ann Arbor News. The Warm the Children Fund supplies cash vouchers for underprivileged children so they are able to buy clothing. Nancy has also worked with Planned Parenthood of Ann Arbor to raise funds for their cancer screening programs by organizing and coordinating fashion shows.

Combining participation in scientific meetings and vacation, Nancy and her husband, Todd, a scientist at Wayne State University, traveled to Israel and Italy this past year. Their favorite hobbies are traveling and cooking in their recently remodeled kitchen.



### SPECIAL THANKS TO...

**Patricia Gordon**, Research Compliance Specialist Associate, IRBMED, because "she is very knowledgeable about her job, works very hard, and is always willing to help her co-workers out."

**Mindy Schmidt**, Administrative Assistant Intermediate Healthcare, IRBMED, because "she works under great stress while serving the IRBMED customers quickly and efficiently."

**Kathy Blanchard**, Research Compliance Specialist Sr., IRBMED, because "she works very hard to complete her work assignments in a timely efficient manner. She puts in weekends without overtime pay in order to get everything done."

**Heather Bryant**, Administrative Assistant Intermediate Healthcare, School of Social Work, because "in her former position at IRBMED, "she worked tirelessly to complete her heavy workload and help her customers with their applications."

## Questions From Our Readers



**Q. If I accept another position within the University and find that it isn't a good fit for me, can I go back to my old job, provided that it has not been filled? Will I lose my old rate of pay?**

A. Your ability to return to your former department will be decided by the hiring supervisor. There is no guarantee that if you do return, that your rate of pay will be the same as before you left, but consideration will be given to your request.

**Q. What happens when a non-exempt employee works overtime that has not been approved?**

A. When a non-exempt employee works overtime, the law requires that the employee be paid for all hours over 40 in a week, even if the overtime was not authorized by a supervisor. Employees should be reminded that overtime must be approved in advance and that disciplinary action will be taken if they fail to comply. See SPG 201.38—Overtime.

**Q. As a supervisor hiring a new employee in the Medical School, what orientation programs should they attend?**

A. New Medical School employees should first attend the Health System Human Resources Department Orientation on Tuesday mornings which covers benefits, M-Fit, parking, etc. In addition, employees should attend Medical School Orientation. It is held on the third Wednesday of the month, starting at 8:00 a.m. The room location is subject to change, therefore it is posted on the web under staff resources. Medical School orientation focuses on Medical School history, achievements, policies and procedures, as well as Medical School and University programs and services. Medical School employees working in Hospital buildings are required to attend Hospital orientation to comply with Joint Commission regulations.

## — LGBTA —

The Office of Lesbian, Gay, Bi-Sexual & Transgender Affairs (LGBTa) offers education and training, program organization and development, support and referral, and advocacy services, as well as many other resources to support an open, safe, environment for LGBT students, faculty, staff, their families and friends. The University recently affirmed that we will interpret and apply the prohibition against sex discrimination in its equal opportunity and non-discrimination policies to include discrimination based on gender identity and gender expression. Therefore, discrimination against members of the University community based on gender non-conforming behavior, gender expression or gender identity is prohibited.

If you or someone you know can benefit from their services and information, you can reach them at 763-4148 or find them on-line at [www.lgbta@umich.edu](http://www.lgbta@umich.edu).

---

### THE OFFICE OF INSTITUTIONAL EQUITY

The Office of Institutional Equity provides leadership and support on matters relating to equity, diversity, respect and inclusiveness for all members of the University community. OIE oversees, facilitates and supports the University's efforts to ensure equal opportunity for all persons regardless of race, sex (includes discrimination based on gender identity and gender expression), color, religion, creed, national origin or ancestry, age, marital status, sexual orientation, disability, or Vietnam-era veteran status in employment, educational programs and activities, and admissions. Individuals with concerns about discrimination or harassment or who would like more information may contact OIE for advice and guidance. OIE also provides training on a wide variety of issues. Inquiries or complaints may be addressed to the Senior Director at 763-0235 and you can visit their website at <http://www.umich.edu/~hrra/oi/index.htm>.



## DIVERSITY POET

Hillol Ray, poet laureate, author and songwriter has been writing poetry since the age of six. One of his recent poems, Earth Day, has made him an overnight sensation and has been published worldwide. This poem also earned him recognition from former President Bill Clinton, Vice President Al Gore and Indian Ambassador, S.S. Ray (no relation). Mr. Ray's poems are currently being translated into several languages and have appeared in many popular anthologies. His biography has been published in the International Directory of Distinguished Leadership. You can read more of his works at: <http://www.indianest.com/writers/hillolray.htm>. Mr. Ray's poem on diversity is featured this month.

### Diversity

Clouds in the sky  
have different shade-  
They glow in the lights,  
either dim or fade!  
Suddenly new ones come  
and cloak the air,  
To renew our visions  
and make things fair!

Rainbows are born  
among the light and rain-  
To soothe viewer's eyes  
and remove all pain!  
Life bathes in motion  
to plant the new seeds,  
And waits for creatures  
with creative deeds!  
This goes on and on  
since the ancient days,  
And people just flock,  
like bright sun rays!

We know, color or creed  
works as a dam-  
To promote any progress,  
or create a jam!  
No one gains through  
the screeching halt,  
'Cause faith is taken

with a grain of salt!  
But removal of notions  
may clear the way,  
And build the bridge  
that will never sway!

So, let us all now blend  
our ethnic voice,  
To kill any prejudice,  
or color of choice!  
Progress via Diversity:  
let it be the key-  
Around the globe,  
from heaven to the sea!!!

---

### Financial Planning Tool Developed

The U-M Medical School is developing an innovative tool to create rolling five-year forecasts that link the activities of faculty to the resources needed to do their jobs. For example, the new tool will look at the number of faculty members likely to retire in a given time period when forecasting the funds needed to recruit and support young faculty as they set up laboratories and pursue grant funding.

While it is not uncommon for academic units to use forecasting as a budgeting tool, U-M may be the only medical school in the country to incorporate both financial and non-financial (such as space and human resources) that departments are expected to need given where faculty members are in their careers. The tool defines three career phases – “phase-up,” “mid,” and “retirement pending” – in recognition of varying resource needs in each of these phases.

“As a result of this process and the combination of financial and non-financial information, the School will be able to quickly identify capacity constraints, financially stable or unstable activity, and opportunities to reduce cost,” says Bill Elger, executive director for administration and chief financial officer of the Medical School, and early champion of this process.

The project teams, which began their work in September, are led by Paul Salow, chief department administrator of anesthesiology. He oversees the six department administrator-led teams that are working with Medical School Administration and Medical School

Information Services to develop the process and information technology that will create a five-year rolling forecast application.

This application will use one central database, replacing the numerous spreadsheets used in the prior process. “This will significantly improve forecast data aggregation and reporting capability,” Salow says.

“The collaboration among the departments to develop the forecasting tool along such a demanding timeline has been impressive,” says Dr. Allen Lichter, dean, U-M Medical School. The new tool will make it easier for us to predict space needs, faculty and staff levels and the grants to sustain our research, clinical and education enterprise.

The forecasting computer application will be used by all Medical School departments starting in March 2006. The resulting forecasts for fiscal years 2007–2011 will be reviewed and approved in June.

By developing a forecasting tool on this scale, the Medical School is changing the landscape of resource management and budgeting at Michigan and beyond. “Incorporating the faculty impact on the School's expected financial needs is truly innovative,” says Timothy Slottow, U-M executive vice president and chief financial officer.

Dr. Robert Kelch, executive vice president for medical affairs, notes that “a forecasting tool like the one being designed and implemented by the Medical School also will help strengthen the long-term planning and financial management of the Health System.”

“When the forecasting tool goes live, it really marks only the beginning. As the tool becomes a standard part of the management process, it will undergo continuous improvement as more valuable management information is identified, incorporated and made available to Medical School users,” Kelch says.

## Managing Smart

### Workforce Analytics Tell a Better Story of Costs & Productivity

*Adapted from an article by Derik Davis, product general manager of workforce analytics for Clarity-Matters Inc., a software and consulting firm specializing in business analytics.*

Workforce analytics can help answer long-standing questions and expose accepted myths about a company's employees and programs. Many financial executives will tell you that they currently understand their payroll and overtime expenses but know they are paying for other unproductive employee time. They just don't know how much or where. If a company uses a time-and-attendance system, for example, this system is already collecting data that can provide these answers. As companies begin to focus on absence management, time and attendance data also holds a wealth of information about the costs of absenteeism.

Analytics provide new visibility into these problems. Shifts or facilities that have above average expenses are readily identified, and steps can be taken to correct any issues that are causing unnecessary increases in overtime hours. As managers work to control costs, dashboards and scorecards make it easy for progress to be monitored at all levels in the organization. By providing visibility to identify problems and measure progress, analytics also drive accountability, another critical component to successfully control excess labor cost and improve productivity.

Organizations typically monitor production output and capture feedback on customer service, but few explore the role that scheduling and labor utilization play in determining their results. This raw data is captured in various operating and workforce management systems, but without some interpretation its story may not be heard. Having precisely the right number of workers available with the appropriate skills to meet production or customer needs sets up an ideal business scenario—optimal performance and labor costs.

Effectively operating with the right balance of skilled employees to match cus-

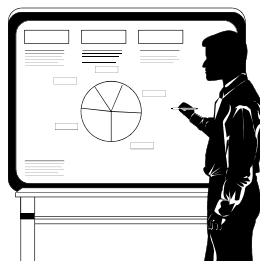
tomers demands can be the difference between a happy ending and a tragic demise. The scheduling challenge is even greater when an operation requires many different roles, each with unique skills. Understanding that 500 labor hours are needed to cover a project isn't enough. Having employees with the right skills and credentials deployed to the right jobs is critical.

Without an analytics solution, it can be time consuming for managers to even determine if actual time worked meets the volume of work required. Many companies are unaware that they are consistently under- or overstaffed. If diligent managers piece together this information, they are still left to wonder what is causing the imbalance in staffing.

According to a recent study by The Cedar Group, analytics show leading growth among workforce technologies are up 30% from 2003, with 25% of survey participants planning to implement a workforce analytics solution in the next three years. This sharp growth in workforce analytics systems is a direct reflection of the business environment. Quite simply, workforce analytics can help companies address key factors that are shaping the competitive environment.

Perhaps the only reliable proof that a technology solution has matured to the point of being a wise investment is the positive outcomes of those companies at the leading edge. Analysts at IT research and consulting firm Meta Group Inc., estimate that the cost of a workforce analytics solution averages about \$250,000 per 10,000 employees. These costs are typically recovered within a few months to a year of using the system.

**Terms of Use:** © 2005 Society for Human Resource Management. Members of SHRM are authorized to distribute copies of this information for educational purposes internally within their organizations. The information is not intended to serve as a substitute for legal advice.



# eMploy

### U-M Automates the Hiring Process

In May 2006, the University will launch a new applicant management system, which will make the employment process faster and virtually paperless. This change will be accompanied by a redesigned Jobs site to reflect the new features available to job seekers. The automated features will be completely integrated into the new Jobs site.

#### Anticipated Applicant Questions

##### **What will be automated?**

The new system will automate the employment process for University administrators, hiring managers, and job applicants. Most transactions will now be conducted on the Web.

##### **Will all U-M jobs be posted and processed using the new system?**

Yes, all regular positions are included. Faculty positions will continue to be posted for viewing on the Jobs site, but CVs and other application materials may be submitted on paper.

##### **What will change in the way we do business?**

##### **For Hiring Managers, Unit Administrators, and Unit and Central HR Staff Members:**

- Requisition approvals can be routed using email created within the system (approvers won't need to log onto the new system to conduct business via email).
- Unit administrators and managers will have computer desktops with their own individual job requisitions and candidate bids.
- Authorized unit HR and central HR employees can search the database for qualified individuals who have bid on related jobs.
- Job bids are received by the hiring unit instantly as submitted and resumes (in their original format) are available for immediate online review.

- Hiring managers have access to standardized email messages to facilitate on-going communication with applicants.
- The hiring process will be completed through the system, much as it is today.

**NOTE:** A background check (criminal history and verification of education, when applicable) will be conducted at the time a job offer is made. Therefore, job offers will be contingent upon completion of the background check.

**For Job Seekers:**

- All job bids will be placed electronically on the Web.
- Web access and email are required to use the system. Links to free email accounts will be available through Yahoo and/or Hotmail for external applicants; current U-M employees can use their existing username and Kerberos password.
- Users can upload existing resumes or use a resume wizard to build a new one.
- Job seekers search for jobs by keyword, career family, and other criteria.
- Search criteria can be saved so the system can alert job seekers by email when a new job is posted that matches their interests.
- The need for filing a long paper application to bid on jobs will be eliminated.

**Job Offers**

- Once an offer is extended and accepted, applicants will complete their hiring materials online instead of submitting a paper application.



**When will the new system be implemented?**

The new applicant system and new **Jobs** website will be activated at the same time in May 2006.



**Standard Practice Guide (SPG) Updates**

**Returns from LOA's**

The Faculty and Staff Assistance Program (FASAP) offers some helpful advice to employees and supervisors to ease employee's transition back to work following a medical leave of absence (LOA). These guidelines are available on the web at <http://www.umich.edu/~fasap/pdfs/FASAP1.pdf> and offer insights into the process from both the supervisor's and employee's perspectives.

The following topics are available at this site:

- Guide for Supervisor's of Employees Returning from Medical Leaves
- Return to Work Transitions service
- Points to consider for Work Re-Entry

If further assistance is needed, please contact the FASAP office directly at 936.8660.

**Proposed FMLA Tutorial**

A tutorial explaining the provisions of the Family Medical Leave Act (FMLA) and compliance requirements has been developed as a resource for managers and employees at the University. The tutorial is expected to be released to the University community in March 2006.

The new learning tool will identify the responsibilities of the University and employees, test your knowledge before and after completing the tutorial, and serve as a concise reference document on this Act. Please look for a University announcement of this e-learning tool on the web in the coming weeks.



***Who's Retired***

**Patricia J. Haines**  
 Administrative Assistant  
 Intermediate Healthcare  
 Department of  
 Biological Chemistry  
 Retired on January 27, 2006  
 After 17 years of service

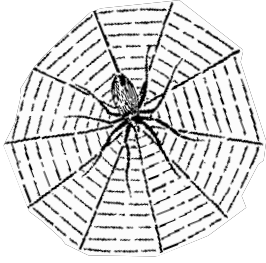
**Pamela Gibb**  
 Medical Student  
 Clerkship Coordinator  
 Department of  
 Obstetrics and Gynecology  
 Retired on February 3, 2006  
 After 16 years of service

The Medical School is pleased to recognize the service and retirement of these staff members.



**BSRB UPDATE**

Biomedical Science Research Building tours are being scheduled on an as needed basis/individual request. If you are interested in touring the new building, please contact the Medical School Facilities Office at 647-2788 to make the necessary arrangements.

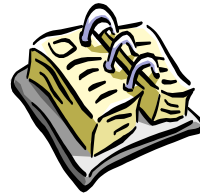


## WEB CORNER

The Department of Public Relations and Marketing Communications is pleased to announce the launch of a new Web-based Spanish language portal on the UMHS website: <http://www.med.umich.edu/Espanol/>. This site was created in collaboration with Interpreter Services, UMHS bilingual providers and the UM Vice-President for Communications office.

The UM Medical School Information Services website is <http://www.med.umich.edu/medschool/msis/>. MSIS manages the technology infrastructure and provides technical support to administrative and academic departments within the Medical School. MSIS hopes you will make their website a key resource for technology information.

The UM Department of Public Safety has revised its website [www.umich.edu/~safety](http://www.umich.edu/~safety). Some of the new features include crime prevention tips and national amber alerts as well as information about campus fire safety, lost and found property and parking citations. New links featured are local and national weather, UM housing security, UM Hospital Security and Ann Arbor Police Department.



## SPRING CALENDAR

<b>March 17</b>	St. Patrick's Day
<b>March 19</b>	University Honors Convocation
<b>March 20</b>	First Day of Spring
<b>April 2</b>	Daylight Savings Time Begins
<b>April 26</b>	Administrative Professionals Day
<b>April 28-30</b>	UM Medical School Student Commencement Activities
<b>May 23</b>	Dean Lichter's State of the School Address, Dow Auditorium, 5:00 p.m.
<b>May 29</b>	Memorial Day

# The Messenger

## Medical School Staff Newsletter

*Human Resources & Staff Development  
University of Michigan Medical School  
1301 Catherine  
6319 Medical Science Building I  
Ann Arbor, Michigan 48109-0624*



**University of Michigan  
Medical School**

