UNIVERSITY OF MAINE SYSTEM
HUMAN RESOURCES ADMINISTRATIVE REVIEW

Meeting the Human Resources needs of UMS now and in the future
Project Leadership and Staff

Leadership

- Chartered by: Board of Trustees in accordance with Goals and Actions Report, Directive 3f
- Sponsors: Administrative Review Steering Committee: Chancellor Page, Trustee Turner, Vice Chancellor Wyke, President Ferguson, and President Huggins; working with Presidents Council

Review Team

- President Cindy Huggins, Steering Committee member
- Tracy Bigney, HR Team Lead
- Sheri Stevens, Martha Freeman, Jennie Savage

07/10/2012
Project Leadership and Staff

Contributors/Researchers

- Employee Relations Liaisons and EO Officers who are not on Review Team; selected major campus HR staff; System Office of HR managers
- Other System and campus HR and EO staff may be assigned research or analysis tasks as needed

Organizational Effectiveness Partner

- Tamara Mitchell
Consultant or practitioner with knowledge of best practices in public higher education HR to audit and assist the work of the Review Team at key points in the process:

- assist with identification of best practices, benchmarks and metrics
- review functional matrix
- review proposed service delivery mechanisms and leadership model, and
- review financial impact, budget and funding model
High Level Outcomes

- Interoperability and integration of HR/EO services at a functional cross-campus level to meet the changing needs of UMS now and in the future
- Increased efficiency through reducing redundancy, leveraging expertise, and enhancing use of technology
- Administrative cost savings
- Identification of service areas to be maintained, enhanced, reduced or eliminated
- High quality service to employees, administrators, managers, supervisors and retirees
- Clear lines of responsibility, accountability and decision making authority

07/10/2012
Key Tasks and Timeline

Timeline Overview

- Project Organization and Initiation: June 2012
- Analysis: July – September 2012
- Design: October – December 2012
- Implementation and Audit Plan: January – February 2013
- Report: March 2013
Project Organization and Initiation

June 2012

- Form review team
- Plan work
- Initial communication with all HR/EO staff
- Consider/establish mechanism for review of all hiring in HR/EO system-wide to maximize future flexibility
- Define the scope of HR/EO
Analysis

July 2012

- Select consultant
- Identify barriers to change and factors that limit efficiency

August 2012

- Review standards, benchmarks, best practices, staffing ratios and previous studies and assessments of UMS HR function
- Develop a matrix of HR functional components to be used to assess current services and plan future service delivery

07/10/2012
Analysis (continued)

August (continued)
- Inventory current staff and resources dedicated to HR

September 2012
- Assess HR current services for duplication and gaps
- Gather data about perceptions, priorities and preferences from stakeholders, internal partners, and All HR/EO staff
- Gather information about opportunities for enhanced use of technology
October 2012

- Determine optimal level of organization for each functional component at the transactional, customer service, and strategic levels
- Determine feasibility and costs of enhanced use of technology
Design service delivery mechanism for each functional component at the transactional, customer service and strategic levels; assess efficiency, cost-effectiveness, estimated cost savings, and risks.

- Evaluate opportunities for greater use of technology
- Explore costs of outsourcing
- Design accountability and leadership model
Design (continued)

January 2013

- Review proposed service delivery mechanisms and leadership model with all Contributors; refine model
- Review proposed service delivery mechanisms and leadership model with all HR/EO staff and with presidents, CFOs, CAOs and CSAOs; refine model
- Identify “game changing” and longer-term opportunities
February 2013

- Create functional operating budget and assess potential savings
- Determine recommended future state for staffing and transition model
- Draft policies and standards for HR service delivery
Final Report

March 2013 (March 1 – 15)

- Develop priority-structured summary matrix of recommendations
- Report to Steering Committee and Board of Trustees including: prioritized recommendations; estimated savings; draft implementation and audit plan, timeline, and costs; and return on investment

07/10/2012
Communication and Progress Reports

- Progress Reports to Steering Committee and Contributors: end of each month beginning July 31
- Progress reports to SSAC and Presidents Council, as determined by Steering Committee, 4th quarter 2012
- Communication to all HR/EO staff System-wide: June, August, September, November, January, March

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