

UMS Administrative Review: HR Matrix

Areas of focus for increased efficiency are highlighted in yellow.

Major Function Areas	Activities By Function
Talent Management	Recruitment - Strategy
	Recruitment - Advertising/posting
	Recruitment - Screening--assessing qualifications
	Recruitment - Interviewing (not usually HR)
	Recruitment - Background and Reference checks
	Negotiate with selected candidate
	Onboarding - Appointment letters
	Onboarding - Orientation
	Performance Management - Coaching
	Performance Management - Appraisal
	Performance Management - Discipline
	Employee Development and Training
	Offboarding
	Discontinuances
Total Rewards	Compensation - Program design and maintenance
	Compensation - Classification/reclassification
	Benefits - Program design
	Benefits - Vendor relationships
	Benefits - Enrollment and changes
	Benefits - Communication
	Benefits compliance
	Wellness & Health Improvement
	Working Conditions - Policy development
	Leave Management - FMLA
Leave Management - Sabbaticals and Educational	

Criteria to assess proposed changes:

- Enhances interoperability, increases depth without unnecessary redundancy
- Competence --quality customer service, high level of professionalism
- Consistency and clarity in data, decision-making and policies
- Savings and/or efficiencies

	Leave Management - Disability and Annual leave
	Leave Management - Leaves without pay
Labor & Employee Relations	Collective Bargaining (planning, developing positions, conducting negotiations)
	Gaining greater consistency policy across bargaining units
	Communication
	Grievance Administration
	Contract Administration
	Consultation with Managers
	Personnel Files and Records
Organizational Development	Employee & Leadership Development
	Succession Planning
	Workforce Planning & Management
	Change Management
	Metrics
	Management Consultation
	Management Coaching
	Management Training
	Conflict resolution
Payroll	Time & Attendance Administration
	Data Entry
	Payroll Processing
	Tax remittance, Compliance, Reporting
	W-2 forms, Withholding
Equity & Diversity	Equal Opportunity
	Affirmative Action Plans
	Diversity
	Complaint Investigation
	Training
HR Information & Reporting	Software System
	Electronic Records
	Reporting

Institutional Leadership and Planning	Strategic Planning
	Advising President/Chancellor, CFO, CAO on complex HR problems
	Policy development
	Compliance oversight
	Management to Goals
	Project Management
President's Designee	
High-level Group Facilitation	
System-level Initiatives Participation	

Overarching areas

- Expanded use of technology
- Decision making (policy, procedures)

12/12/2012