

University of Maine System  
Human Resources Administrative Review  
September 2013 Phase I Implementation Progress Report

**Overview**

During FY14, Phase I of the Human Resources Administrative Review recommendations will be implemented. Implementation will focus on the composition and development of the Human Resources Leadership Team, the expansion of the Employee Benefits Center, and the education of University System leadership and Human Resources staff on Strategic HR.

**1. Human Resource(HR) Leadership Team**





The Human Resources Leadership Team (LT) consists of the UMS Chief Human Resources Officer (CHRO), the UM Associate Vice President for Human Resources, the USM Chief Human Resources Officer, and the Multi-University Human Resource Officer.


The Leadership Team is charged with advancing a collaborative governance structure to oversee human resource policy, program, and budget for the entire university system, subject to appropriate approval.

Specific Tasks for FY14:

- Determination of the proper competencies for each of the positions in the Leadership Team
- Recruitment, hiring, and positioning of the Leadership Team to competencies
- Development of the Leadership Team and the formation of a common vision for Human Resources
- Oversight of system-wide and campus Human Resources policy, program, and budget
- Responsibility and authority to identify headcount reduction/savings to support the following ongoing investments:
  - ✓ Additional Employee Benefit Center positions (2 FTE)
  - ✓ Case Management Technology
  - ✓ Human Resources Liaison – Information Technology (1 FTE)
  - ✓ Multi-Campus Human Resource Officer (1 FTE)
- Conduct initial training for University System leadership and Human Resources staff on Strategic HR
- Planning, implementation, and oversight of the Employee Benefits Center expansion
- Development of a business case for the next pilot project from the Human Resources Administrative Review report recommendations to commence in FY15

**Steps, Target dates and Status as of September 30, 2013**

-  **On track**
-  **Some concerns**
-  **Serious concerns**
-  **Not yet initiated**

- 1.1. Recruitment and Hiring Chief Human Resources Officer 
  - 1.1.1. Develop job description and competencies: Completed
  - 1.1.2. Advertise position: Completed; Advertised nationally late July
  - 1.1.3. Applications screened and initial interviews: Completed

1.1.4. Identify Chief Human Resources Officer: Early October

1.2 Recruitment and Hiring Multi-University Human Resources Officer ■

1.2.1 Develop job description: Completed

1.2.2 Advertise position: Completed

1.2.3 Screen applications and conduct interviews: By mid-October; likely to be completed in November

1.3 Position UM and USM members of Leadership Team

1.3.1 Develop competencies: In review

1.3.2 Dave Stevens works with two presidents to assess incumbent employees –delayed till October ■

Specific steps and timing for additional tasks to be developed when Leadership Team is in place.

## 2. **Employee Benefits Center (EBC)**

The Employee Benefits Center is the first logical pilot project under the Human Resources Administrative Review given the existence of a business case dated March 12, 2012, the significant experience of current stakeholders in the prior development of the virtual Employee Benefits Center, and the opportunity to conduct a simultaneous pilot of Lean to redesign Employee Benefits Center processes.

The Human Resources Administrative Review Report identifies employee benefits as a transactional service – those services that are uniform and repetitive, easily automated, and for which a team of employees working together give the service economy of scale. The Employee Benefits Center would report up to the UMS Chief Human Resources Officer; however, the entire Leadership Team is charged with successful planning, implementation and oversight of the Employee Benefits Center.

Specific Tasks for FY14:

- Location of suitable space for co-location of the Employee Benefits Center staff
- Identification of savings to cover the additional ongoing cost of the Employee Benefits Center
- Recruitment, hiring and positioning Employee Benefits Center staff and Business Analyst (Human Resources Liaison – Information Technology) to competencies
- Utilization of Lean to redesign Employee Benefits Center processes
- Identification of the scope of work and preparation of the Request For Proposal to procure case management technology
- Implementation of the procured technology

### **Steps, Target dates and Status as of September 30, 2013**

2.1 Locate suitable space for co-location of the EBC staff ■

2.1.1 Space identified at 16 Central St Bangor, to be ready for staff by October 1 Completed

2.2 Recruitment, hiring and positioning Employee Benefits Center staff and Business Analyst (Human Resources Liaison – Information Technology) to competencies ■

2.2.1 Develop job descriptions and competencies: Completed

- 2.2.2 Post positions: Employee Benefits Center Supervisor and Business Analyst Completed; 2 Employee Benefits Center staff on hold
- 2.2.3 Identify successful applicants: Early October; search committee work in progress
- 2.2.4 Conduct training: October
  
- 2.3 Utilize Lean to redesign Employee Benefits Center processes ■
  - 2.3.1 Target date: October- November
  - 2.3.2 Three University Services Human Resources staff completed pilot Lean training: August
  
- 2.4 Procure and implement case management software ■
  - 2.4.1 Identify scope of work and preparation of the Request For Proposal to procure case management technology: November 1
  - 2.4.2 Select software: Target Date: December 31
  - 2.4.3 Work with Information Technology to implement case management software: January – February 2014

Specific steps and timing for additional tasks to be developed when Leadership Team is in place.

**3. Education of Human Resources/Equal Opportunity staff and leadership about strategic HR**

**Steps, Target dates and Status as of September 30, 2013**

- 3.1. Develop materials: In progress ■
  - 3.1.1. First draft reviewed by university Employee Relations Liaisons 9/19/13
- 3.2. Formal education to begin in early 2014

Specific steps and timing for additional tasks to be developed when Leadership Team is in place.