Feedback from Mission Excellence website Survey Instrument

Human Resources Draft Report

May-June 2013

Final – survey closed June 28th
Who responded:

**Respondent's primary institution**

- External to UMS system office
- USM
- UMPI
- UMM
- UMFK
- UMF
- UMA
- UM

**Respondent's primary affiliation**

- Student
- Staff (other than HR/EO)
- HR/EO Staff
- General Public
- Foundation
- Faculty
- Alumni
Feedback on Goals stated in the report:

- Transition the human resource function from traditional HR to Strategic HR
- Build and implement a culture that engages our employees and drives decision-making to the lowest competent level
- Resource employee groups to find efficiencies within their work sphere(s)
- Find cost savings within the HR function
Feedback on Recommendations stated in the report:

### Recommendations in the Report - 1

**Recommendation 1a:** Form, train and team-build a high-performing human resources leadership team (HRLT) consisting of four leaders representing HR for all seven universities and system-wide services. This team will become the priority setting, policy and

**Recommendation 1b:** Create a multi-campus HR leadership position to resource/mentor the HR representatives on the smaller campuses and in the system office.

### Recommendations in the Report - 2

**Recommendation 2a:** For optimal SHR and organizational performance HR/EO leaders must be fully integrated business partners with direct lines of communication to the President/Chancellor and other members of the President’s/Chancellor’s cabinet/executive s

**Recommendation 2b:** Educate HR staff and UMS administration and leadership on strategic HR (SHR), engagement, service delivery and transactional efficiencies so that all HR staff understand the vision for HR as a strategic partner and are aligned with thes
Recommendations in the Report - 3

**Recommendation 3a.** Reinforce and support the need for certain HR services to remain locally at the campus level.

**Recommendation 3b.** Pilot and learn from creating a Shared Expertise Team (SET) to share specialized knowledge across the System. Expand if the model proves to be more efficient and effective.

**Recommendation 3c.** Create a “shared service” unit for all transactional HR business – including benefits, payroll, e-recruiting, document management, data entry.

Recommendations in the Report - 4

**Recommendation 3d.** Utilize Lean-HE (higher education) process improvement techniques to streamline HR processes facilitating higher value in service delivery as well as cost-savings. Extend Lean capacity to other functional units.

**Recommendation 3e.** Ensure requisite investment in technology to better support current and expanded shared services and self-service (integrally tied to supporting recommendation 3a: shared services).

**Recommendation 3f.** Utilize 360-degree feedback tools to receive “service delivery” feedback at both the work group and leadership levels and formulate action plans to address any areas for improvement.