

University of Maine System
Human Resources Administrative Review
August 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 HR staff on Strategic HR.

1. HR Leadership Team

The HR Leadership Team (LT) consists of the UMS Chief Human Resources Officer (CHRO), the UM Associate VP for Human Resources, the USM CHRO, and the Multi-Campus CHRO.

The LT 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 LT
- Recruitment, hiring, and positioning of the LT to competencies
- Development of the LT and the formation of a common vision for HR
- Oversight of system-wide and campus HR policy, program, and budget
- Responsibility and authority to identify headcount reduction/savings to support the following ongoing investments:
 - ✓ Additional EBC positions (2 FTE)
 - ✓ Case Management Technology
 - ✓ HR Liaison - IT (1 FTE)
 - ✓ Multi-Campus CHRO (1 FTE)
- Conduct initial training for University System leadership and HR 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 August 31, 2013

- 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: In progress
 - 1.1.4. Identify CHRO: Early October

- 1.2 Recruitment and Hiring Multi-University Human Resources Officer
 - 1.2.1 Develop job description: Completed
 - 1.2.2 Advertise position: Anticipated by September 15
 - 1.2.3 Screen applications and conduct interviews: Early October

1.3 Position UM and USM members of Leadership Team

1.3.1 Identify competencies: In review

1.3.2 Dave Stevens works with Two Presidents to assess incumbent employees - September

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

The EBC is the first logical pilot project under the HR 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 EBC, and the opportunity to conduct a simultaneous pilot of LEAN to redesign EBC processes.

The HR 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 EBC would report up to the UMS CHRO; however, the entire LT is charged with successful planning, implementation and oversight of the EBC.

Specific Tasks for FY14:

- Location of suitable space for co-location of the EBC staff
- Identification of savings to cover the additional ongoing cost of the EBC
- Recruitment, hiring and positioning EBC staff and Business Analyst (HR Liaison – IT) to competencies
- Utilization of LEAN to redesign EBC processes
- Identification of the scope of work and preparation of the RFP to procure case management technology
- Implementation of the procured technology

Steps, Target dates and Status as of August 31, 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

2.2 Recruitment, hiring and positioning EBC staff and Business Analyst (HR Liaison – IT) to competencies

2.2.1 Develop job descriptions and competencies: Completed

2.2.2 Post positions: Anticipated mid-September

2.2.3 Identify successful applicants: Early October

2.2.4 Conduct training: October

2.3 Utilize Lean to redesign EBC processes

2.3.1 Three University Services HR staff through pilot training in August

2.3.2 Target date: October- November

2.4 Procure and implement case management software

2.4.1 Identify scope of work and preparation of the RFP to procure case management technology: November 1

2.4.2 Select software: Target Date: December 31

2.4.3 Work with IT 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 HR/EO staff and leadership about strategic HR**

Steps, Target dates and Status as of August 31, 2013

3.1. Develop materials: In progress

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.

UMS OHR
9/2/13