

# University of Maine System

## Human Resources (HR) Administrative Review

### November 2013 Phase I Implementation Progress Report

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#### 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 Chief Human Resources Officer, and the Multi-University HRO.


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 Employee Benefits Center (EBC) positions (2 FTE)
  - ✓ Case Management Technology
  - ✓ HR Business Analyst (1 FTE)
  - ✓ Multi-University Human Resources Officer (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 November 30, 2013

 On track

 Some concerns, or timeline delayed

 Serious concerns

 Not yet initiated

1.1. Recruitment and Hiring Chief Human Resources Officer (CHRO) 

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 CHRO~~: Appointment finalized – candidate starts December 3rd (target was 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: On hold, pending involvement of new Chief Human Resources Officer (target was October)

1.3 Position UM and USM members of Leadership Team

1.3.1 Develop competencies: materials collected, and awaiting new Chief HR Officer's arrival and involvement ☐

☐ **Note:** Delayed items (1.2.3 and 1.3.1) will be reviewed by new CHRO and the schedule/status updated accordingly.

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

## 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 to competencies
- Utilization of LEAN to redesign EBC processes
- Identification of the scope of work and preparation of the request for proposals to procure case management technology
- Implementation of the procured technology

### **Steps, Target dates and Status as of November 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 EBC staff and Business Analyst to competencies ☐

- 2.2.1 ~~Develop job descriptions and competencies:~~ Completed
- 2.2.2 ~~Post positions:~~ EBC Supervisor and Business Analyst: Completed internal posting; interviewed candidates; Business Analyst posted externally; EBC Specialist (up to 3 positions) posted internally and externally
- 2.2.3 Identify successful applicants: EBC Supervisor hired, begins work December 1, new EBC Supervisor leading interviews for EBC Specialists, review of Business Analyst candidates begun
- 2.2.4 Conduct training: Delayed, awaiting new CHRO (originally October)

☐ **Note:** Business Analyst and one or more EBC Specialist positions filled in December.

2.3 Utilize Lean to redesign EBC processes ☐

- 2.3.1 Target date: October- November
- 2.3.2 ~~Three University Services HR staff complete pilot Lean training:~~ completed in August
- 2.3.3 Pilot projects in Lean for student payroll and System Office search and hiring process – in process

☐ **Note:** Delay in forming Leadership Team has delayed Lean implementation

2.4 Procure and implement case management software ☐ - not yet initiated

- 2.4.1 Identify scope of work and preparation of the request for proposals 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
- 2.4.4

☐ **Note:** Case management software specifications will be determined in part through the Lean process.

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 November 30, 2013**

- 3.1. Develop materials: In progress ☐
  - 3.1.1. ~~First draft reviewed by university Employee Relations Liaisons~~ completed 9/19/13
  - 3.1.2. University Employee Relations Liaisons continue monthly meetings including discussion of Strategic HR – on-going
- 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.