Overview of University of Maine (“UMaine”) Office of Human Resources (“UMHR”)

UMHR is responsible for the support of 2,500 UMaine employees in all classifications. UMHR provides services and programs in the following human resource areas: Benefits, Payroll, Employee and Labor Relations, Compensation, Organizational Development and Effectiveness, Staff Learning and Development, Reporting, Employee Recruitment and Retention. The Children’s Center is also part of UMHR. UMaine Childcare provided quality childcare for 126 children and their UMaine families during fiscal year 2014. UMaine’s employee assistance program (“EAP”) was also part of UMR. Between July 1, 2013 and May 30, 2014, EAP counseled 235 employees, a number which represents a 9 percent utilization rate (industry standard is 5%). Between July 1, 2013 and May 30, 2014, EAP also provided 24 educational programs, 25 workplace consultations and issued 20 publications. Annually, UMHR and its services and programs touch the lives of all UMaine employees and their family members multiple times and in many ways.

During the 2013-2014 fiscal year, UMHR’s focus has been on integrating the strategic work UMHR has done since 2012 under the purview of the Blue Sky Plan into the every-day tasks UMHR performs. The guiding principle for UMHR’s work for fiscal year 2014 has been to make the work UMHR does strategic in nature and in full support of and in alignment with UMaine’s institutional mission. This work, like UMHR’s work during fiscal year 2013, has required further progress toward a strategic model of work and away from a transactional model. UMHR’s progress this year has further readied UMHR and the campus community to embrace the recommendations of the UMS Human Resources Administrative Review (UMS Review). UMHR’s purpose is well articulated in the UMS Review: “UMS Human Resources shifts from a primary role of enforcing policies and procedures to one of being partners to leaders and employees in creating systems and procedures that advance the mission and vision of the institution.” This paradigm invests in our employees and encourages accountability and partnership. In addition to these values being reflected in UMHR’s work over this past fiscal year, these values are also reflected in the goal setting and planning UMHR has done to guide its work for fiscal year 2015.
Major Accomplishments:

- Implemented retroactive raises for eight employee bargaining units/groups. Deadlines, details, and calculations for each group were different. Of the 2,200 employees impacted by these changes, approximately 370 required manual changes. Of these detailed and complex calculations less than .5% resulted in an incorrect payment.

- Formed and fostered strategic working relationships with administration and department heads and partnered with units to ensure delivery of strategic human resources services.

- Continued to design and deliver training modules for supervisors, managers, department chairs, directors, and deans (Facilities Management, Auxiliary, Cooperative Extension, College of Engineering, Research Units, College of Education & Human Development, School of Biology & Ecology, ADVANCE Rising Tide).

- Advised and counseled units with respect to workforce management actions. This process has been streamlined and made more efficient in this past year. Approximately 26 actions have been processed this fiscal year to date.

- Further defined the leadership of UMHR (Appendix I) while continuing to foster internal cross training and development of HR staff members thereby increasing UMHR staff engagement and competency.

- Continued to ensure that UMHR’s mission and vision aligned with the Blue Sky Plan (Appendix II).

- Embraced and taught Lean philosophy with introductions to: Research Units, Financial Aid, Graduate School, International Programs, NSFA Administrative Staff; Projects with Human Resources, Office of Research and Sponsored Programs, Facilities Management, Auxiliary Services, Admissions, UM Foundation & Alumni Association (Appendix III).

- Participated in ongoing technology design and implementation of HireTouch. To date, UMHR has completed 98 Searches, received 2100 applications, worked with approximately 40 search committees/departments for training purposes, with 44 HR Liaisons attending the HR in a Backpack demonstration.

- Successfully supported 11 high profile administrator transitions.

- Successfully completed 6 faculty retention offers.
• Successfully supported return to faculty transitions for 6 faculty.

• Participated in collective bargaining processes and contract negotiations for all units.

• Advocated for and set in place internal peer review processes in order to streamline work flows and add value to the functions UMHR serves.

• Advocated for and obtained authorizations to input data into UMaine’s payroll system in connection with implementing collective bargaining agreements.

• Automated Wellness Vouchers for all UMaine employees.

• Participated on system-wide background check policy team to design, draft and implement background check policy.

• Further reduced and obtained cost savings relating to requests for special checks –42.5 percent down from last year ($5300 in savings).

• 100% compliance with respect to annual employee assessments. Shared knowledge and strengthened working relationships with stakeholders within large organizational units to improve the feedback and goal setting process for employees. Established the goal of 100% again for 2014-15 for salaried and hourly reviews completed and faculty evaluations.

• Designed and implemented new streamlined procedure for tracking annual performance assessments in furtherance of achieving the 100% goal.

• Streamlined student payroll workflow including imaging of employment applications and payroll paperwork.

• Supported and provided leadership for the annual Employee Recognition and Awards Ceremony and honored retirees at the annual Retiree Banquet with a focus on enhancing campus participation.

• Fully implemented customer service standards within UMHR by transferring all staff to Gmail, use of standardized messaging, and completion of phone tree.

• Lead Pathway 3,” Marketing and Morale,” and continued to lead the development, design, and successful implementation of the Blue Sky Faculty Fellows.
• Continued to implement service oriented paradigm focused on departments, schools and colleges. This is best described as the provision of education and training for front line employees and first level managers and supervisors in order to better serve the UMaine community.

• Partnered with UMSHR to further streamline processes to request exceptions to UMS policy and/or applicable collective bargaining agreements resulting in approvals being communicated to campus and employees more quickly.

• Cross trained internally to export expertise along HR functional areas including classification and compensation, faculty-related hiring and compensation, and labor functions among others to ensure outstanding delivery of services to the community.

• Continued to reexamine transactional tools such as forms and related documentation to reduce redundancy and increase efficiency.

• Continued to support the Image Now project, which developed as a collaborative effort between UMHR and UMSHR and has now been adopted system-wide. The project scans employee files and enables the transfer and communication of fully secure files between departments. It also saves in file storage while increasing accuracy and access. At this time the benefits files have been completed and work on student files is progressing.

• Partnered with other campus stakeholders to continue to provide data for the UMaine Telephone Directory.

• Employee Assistance Program (EAP) provided 235 client consultations to date in 2013-2014, a 9% utilization rate, and provided 25 workplace consultations.

• EAP offered 24 educational programs and 20 educational publications (Appendix IV).

• UMaine Children’s Center Supported the UMaine’s students, staff and faculty recruitment efforts by ensuring accessibility to quality year-round child care for children ages six-weeks-through-five-years. As of May 2014, 69 families are being served, with 10 of those families having 2 children enrolled. During calendar year 2013, UMaine’s Children’s Center supported 126 children.

• UMaine Children’s Center provided supervised student placement sites and research populations for the College of Education and Human Development, the Department of
Psychology and the School of Nursing. During the 2013-2014 academic year, 32 junior-level nursing students completed supervised out-rotations in our infant-toddler program alone (Appendix V).

**FY15 Preliminary Major Goals:**

- Develop a model of professional development that meets the needs of campus and capitalizes on UMHR and UMaine’s strengths. (Supervisor’s Development Institute, New Employee Orientation, just in time supervisor and manager training).
- Strive to be communication role models to encourage a culture of accountability internally and campus-wide.
- Continue to build, integrate, and leverage HireTouch more effectively so that it serves customers and UMHR.
- Implement Lean 5 S-ing system to active and terminated files in UMHR.
- Further define customer service standards and best practices and begin collaboration with other campus departments for continuity of service.
- Further decrease special checks by 25%, from approximately 600 to 400 yearly.
- Develop benefits and payroll campus training in order to export knowledge and use resources strategically.
- Implement Image Now Work Flow in UMHR to further increase efficiency and efficacy in supporting the campus community.
- Improve MaineStreet data accuracy
Appendix I: UMHR Organizational Chart, July 2013

Office of Human Resources

Judith S. Ryan
Associate Vice President for Human Resources and Administration

UMHR Organizational Chart
Appendix II:

MISSION
The Office of Human Resources is committed to advancing UMaine’s mission by recruiting, supporting and retaining employees who work on UM’s behalf to achieve excellence as a student-centered, community engaged research University. We will succeed by delivering innovative and effective Human Resources programs and services in the areas of: Benefits, Payroll, Employee and Labor Relations, Compensation, Organizational Development and Effectiveness, Staff Development, Reporting, Employee Recruitment and Retention, Employee Assistance Programs and Childcare. We support an engaged, fair and respectful work culture which recognizes and rewards the contributions and value of all employees and complies with employment policies, best practices and laws.

VISION
Human Resources will collaborate with UMaine leaders and stakeholders to identify, hire, support and develop an enthusiastic, well qualified, and diverse faculty and staff who will advance the University’s mission of educating future leaders, leading the advance of science and technology through research, and serving as a steward for the best interest of society.

VALUES
Communication
We will maintain open and transparent communication regarding Human Resources policies and initiatives to foster a well-informed workforce.

Change
We will embrace change and use it to adapt our services and programs to meet the needs of those we serve.

Commitment
We will seek out the best and most balanced solutions through caring and thoughtful review of every challenge and opportunity we encounter.

Collaboration
We will collaborate in our work to leverage the knowledge and resources available both internal and external to Human Resources in order to achieve the best possible outcomes.

Integrity
We value and reward honesty and accountability, and foster an atmosphere of mutual trust, respect and confidentiality.

Diversity
We are dedicated to attracting and retaining a diverse workforce, respecting each person’s dignity and promoting the value that diversity brings to the educational experience.
Appendix III

Excerpt from UMHR Administrative Review Report:

University of Maine Lean-HE

I Lean

Lean Continuous Improvement tools are gaining recognition for their ability to streamline processes in academia. The term Lean refers to the system known as The Toyota Production System, and while originally its use was limited to the world of manufacturing, hospitals, K-12, and post-secondary institutions have shown incredible success in applying the lessons of Lean.

The fundamental philosophy of Lean is to add value to a process by removing steps that do not add value for the customer. Lean is about empowering the person in a position to say when something works and when it does not, and to offer suggestions for improvement.

University of Maine’s Search and Selection Process

IIa Background

The process of approving positions and searching to hire at the University of Maine required several layers of approval resulting in delay and frustration. Consultants specializing in continuous improvement were engaged to help the group streamline processes and eliminate redundancy. Human Resources (HR) came together with partners in Academic Affairs and the EO’s office to understand the current state. From the time HR became aware of the need to fill an approved position, 98 steps were required to process the required paperwork before an employee could begin work. A group of 20 stakeholders worked over 3 days to map the process and in doing so met its two primary goals:

1. **Reduce the number of steps and length of time required to hire a new employee.** The group worked together to reduce the number of required steps from 98 to 51. The overall elapsed time is dramatically improved.

2. **Provide clarity for all members of the community.** The group created and published two flow charts, which provide a clear understanding of the process. The members are also designing orientation and training sessions for the departmental liaisons.

IIb Improvements

<table>
<thead>
<tr>
<th></th>
<th>Former Process</th>
<th>Current Process¹</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of Steps</td>
<td>98</td>
<td>51 (33 steps are handled by HR)</td>
</tr>
<tr>
<td>Minimum Elapsed Time¹</td>
<td>91 days</td>
<td>15 days</td>
</tr>
<tr>
<td>Maximum Elapsed Time</td>
<td>247 days</td>
<td>62 days</td>
</tr>
<tr>
<td>Actual Staff Hours³</td>
<td>Up to 116 possible staff hours</td>
<td>Up to 67 possible staff hours</td>
</tr>
</tbody>
</table>

In the 6 months from August 2012 to January 2013 there were 47 full completed searches, with an estimated possible savings of 49 staff hours per search. The average cost per hour for employees involved in this work is $19.21. Cost savings during this time frame was $44,241; double that number for a full year and the total savings number becomes $88,482. This is a conservative estimate based upon savings in full searches only, there are additional savings in partial and search waivers that are not included in this number. In addition, should UMHR adopt the applicant tracking system now in discussion the savings will be substantially higher.

III Summary and Next Steps

The efforts of the improvement team in this process are commendable. The staff worked within and among departments to ensure an improved and transparent process for the entire university community. During follow up meetings with the team, members’ pride and improved morale was palpable. In addition to following up with the group on their progress toward continued improvements, the staff will be asked to complete a questionnaire with regard to their impressions of the process and employee morale.

¹ As of October 2012

II Elapsed Time is an estimate of the time it takes from the time a task could be started until it is complete. This often includes delays in handoffs and transport.

Ⅲ Actual Staff Hours are the hours a staff member is actively handling a task.
Appendix IV:

Highlights of EAP FY14 (up to May 19, 2014).

**Clinical, Work-life Services and Management consultations:**
*Clinical work* (individuals, couples), *work-life services* (legal, health, financial, eldercare, and parenting) and *management consultations* are the central focus of EAP services.

- Utilization was at 9% (235 clients to date), substantially above the industry goal of 5% utilization. Unlike many EAPs, new clients who schedule appointments but later cancel are not reflected in utilization.

- Primary problem areas to date: 31% family/marital, 20% emotional, 21% work, 6% alcohol/drugs.

- Twenty-five (25) workplace consultations with supervisors, managers, and administrators. EAP provides individual consultations on how to handle a difficult situation, strategies for managing work-group problems, how to have a difficult conversation with an employee, and other personnel situations faced by chairs, managers and supervisors.

- **Educational Initiatives:**

  - **Educational Programs (24)**
    - Lunch and Learn webinars (total 6)
      - Hoarding: Understanding and Treating
      - Workplace Bullying: Surviving Toxic Coworker Run-ins
      - Caregiving & Resources 101 and Beyond
      - The Habits of Highly Successful (and Unsuccessful) Employees
      - Suicide: How to Know and What to Do
      - Pain Killers: What’s the Harm?
    - New Employee and New Faculty Orientations (Total 7)
    - Workshops (Total 11)
      - Difficult Conversations
      - Stress Management
      - Reduction in Force Debriefing (2 times)
      - Navigating Change with Optimism
      - Suicidality for Supervisors
      - Communicating Effectively (5 times)

  - **Educational Publications (Total 20)**
    - Researched, wrote, produced and mailed to all employees six educational newsletters, *The EAP Messenger*
      - Amazing Animals
      - Habits
      - On-Line Relationships
      - Bi-Polar Disorder
      - Marijuana
      - Immigrants
Appendix V:

UM Children’s Center - 2014 Annual Report

The Children’s Center is licensed by the Maine Department of Health and Human Services to provide 79 full-time child care slots to University-affiliated families. Of these 79 slots, 39 are designated infant-toddler slots and 40 are designated preschool slots. These 79 child care slots serve children aged 6-weeks-through-5-years old.

As of 5/28, 69 families were being served, with 10 of those families having 2 children enrolled in Children’s Center programs. During the past two years, the Children’s Center has served an average of 126 Children annually.

Accessibility

Often non-traditional students and graduate students have transportation challenges. Each of our five child care programs is within walking distance of University Park housing and the Orono campus.

Due to the close location of our programs to campus departments, UM staff and students are better able to provide therapeutic services on site to young children enrolled in our programs. A win-win situation — our children get the therapy they need and UM students are better able to get the training required by their course work.

Due to the close proximity of child care, University professional women who choose to breastfeed their infants are able to do so with minimal disruption to their worksite, class schedule, teaching schedule and research endeavors.

Recruitment

Many faculty members have stated the availability of quality, on-site child care is an important consideration when they consider job offers. Department chairs continue to state that they value the Children’s Center because they use it when attempting to attract faculty and staff.

Training and Research

UM faculty and instructors have not found sufficient community-based child care sites able to meet the quality standards required for student placements. Our programs have helped meet this need.

Experiences working in our child care programs have often provided UM students a base level of experience in a non-therapeutic setting with the youngest of children. Such students have come from the UM School of Nursing, the Department of Psychology and the College of Education and Human Development and the Upward Bound Program.
This year alone, 32 junior-level nursing students had supervised 4 hour visits to our Infant-Toddler Program. On 05/07/14, 11 students from the Waldo County Technical Center visited each of our programs in order to view university-based early childhood environments --- an experience not readily available to them elsewhere!

The Children’s Center Programs have often provided expanded populations of young children for undergraduate, graduate and faculty research projects from the Department of Psychology.

Regular and workstudy students hired by the Children’s Center throughout the year, often dovetail their need to work with requirements of Early Childhood course work. During this past year, 40 University students were hired to work in our child care programs.

International students continue to enroll children in our programs in order for their children to learn the English language. These young children have in turn helped their parent/s better learn English as a second language.

Infant-Toddler Care

The UM Children’s Center infant and toddler programs (early 1980’s) were the first to be established in the Penquis region of Maine. Since that time, UM infant-toddler care has become known for its quality and dependability. The UM Children’s Center has more experience in serving infants and toddlers than any other infant child care program in Eastern Maine.

During the past two years, community-based child care programs have reduced child care slots and closed programs. These actions have further reduced the availability of already hard-to-find quality infant-toddler care. The Children's Center has been ready to meet the increasing needs for infant-toddler care of University affiliated parents.

Dependability

Even though the five individual UM Children’s Center programs are located in four different buildings, university families have been able to depend upon the provision of child care from six-weeks-through-five-years. Unlike campus lab schools for young children, the Children’s Center provides child care services 51 weeks per year, from 7:30 am - 5:30 pm M-F.

Due to the Children’s Center fabric of regular and student staffing, parents can depend upon trained and experienced staff ALWAYS being available to care for their children. Such dependability is often not available in community-based child care programs.

Pending Projects

During this past year, administrative approval was granted for the installation of security upgrades for each of our child care environments, including: replacing all playground fencing with 6 foot tall fencing, installing buzzer alarms on entrance doors, installing camera systems to monitor those entering
programs and installing tick barriers around the perimeters of each playground. Initial work on these upgrades will begin in July.

After a year-long evaluation of housing options for our Children’s Center Preschool, the decision was been made to upgrade the current facility. Included in this project will be: covering the upper half of the walls in the lunchroom and both playrooms, painting all walls and woodwork throughout the preschool, replacing all the floorcoverings throughout the preschool and completely renovating the children’s bathroom. Wall repairs and painting will also be completed on the second floor. Work on this project is scheduled to begin on July 1st.