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:

Goals Stated in Report

- **Very important**
  - Transition the human resource function from traditional HR to Strategic HR

- **Somewhat important**
  - 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)

- **Not very important**
  - Find cost savings within the HR function

- **Unimportant**
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/executives

- 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.

Recommendation 3d. Employ 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 (integ rally 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.