Marie Bowen FY19 Goals—Human Resources
Mid-Year Update—1.18.19

1. Conduct “mini-Adquad” for HR department and implement recommendations (see attached memorandum for background information).

   a. Retain external reviewer and complete external review—9/30/18 for HR staffing recommendations; 5/31/19 for completion of all process recommendations.

      Completed/on track. External consultant hired and completed staffing review on time. Review of processes ongoing as planned.

   b. Implement recommendations in 2 phases:

      i. HR Organizational/Staffing Recommendations—Sequenced, completed by January 15, 2019.

         Completed; HR staffing reorganization completed and results announced on January 15; implementation in process.

         1. Include review of ODEI/HR relationship and structure.

         Completed; HR/ODEI staffing and organizational relationship reviewed and results announced on January 15; implementation in progress.

         NEW: Manage review of civil rights investigation function; implement associated recommendations. To be complete by end of academic year.

      ii. HR Process Recommendations (e.g., hiring process, including I-9’s; compensation review process)—April 15, 2019 for hiring process; others ongoing.

         On track.

   ➢ Alignment with KN Goals:

      ➢ Enables all HR contributions to goals.

      ➢ Hiring process improvements and HR/ODEI staff reorganization specifically support Goal 7, diversity hiring.


      ➢ Also addresses creation of customer-service-oriented culture.

   ➢ FY20 Work:

      ➢ Complete review and implementation of streamlining for other HR processes and procedures—additional specifics will be available upon finalization of consultant’s organizational review report.
2. Complete negotiations on open collective bargaining agreements—by 10/31/18 for all non-parking issues; 3/31/19 for parking.
   • Main contracts: concluded for all pre-existing bargaining units (GEO, DCU, FSU, PSU, CSU, Teamsters) by 10/31/18. We also have been in negotiations with two new police units affiliated with NEPBA; one of these units, for patrol officers, concluded in late February and the second is expected to resolve imminently.
   • Parking only: Concluded and incorporated in main contracts for all except: i) PSU and CSU; in fact-finding with latter two unions with March 31, 2019 conclusion date per memorandum of agreement—on track and ii) DCU; demand to bargain initiated per FSU-related opener clause.

   ➢ Alignment with KN Goals: Goal 1. Budget for parking

   ➢ FY20 Work:
     ➢ Contracts currently being negotiated/recently finalized expire 6/30/20; bargaining on successor contracts will begin in Spring 2020.
       • In collaboration with all campus department leaders, identify bargaining priorities to inform contract negotiation priorities.

3. Automate paper HR processes.

   a. Implement PageUp electronic workflow for hiring process—by 11/15/18. PageUp is implemented and in use for all searches campus-wide. Full deployment of electronic workflow to end users to completely remove paper from process, including training of all end users across campus, to be completed by May 1, 2019.
   b. Implement electronic I-9 technology; consider centralizing I-9 management currently dispersed across campus—by 1/31/19.
      In progress. Testing environment implemented and initial training in progress.


   ➢ FY20 Work:
     ➢ Continue to identify and execute on moving additional processes to electronic format.
     ➢ Streamline related business processes.
4. Provide strategic support for fundraising organizational review and hiring needs, in collaboration with VC for Advancement—begins immediately and ongoing through year.

   a. Specifies to be determined in collaboration with VC for Advancement following September 2018 start date.  
      **Ongoing/on track.** Initial plans devised and implemented to leverage voluntary attrition opportunity; plan for first phase of staffing restructuring in final planning stages with end of month implementation target. Strategically prioritized hiring plan devised and underway.
   
   b. Meet with VC on regular bi-weekly basis from September 2018-December 2018 and as needed thereafter to ensure concentrated support for advancement staffing needs.
      **Regular meetings initiated and continuing; on track.**

   ➢ Alignment with KN Goals:  Goal 5, Fundraising

   ➢ FY20 Work: Continue support for VC’s staffing and staff development needs. Additional specifics will be identified following the new VC’s September 2018 start date.

5. Manage executive search for new VC for University Relations—begins immediately, target 3/1/19 for completion.

   **Search was initiated on schedule but subsequently put on hold to allow prior completion of organizational review**

   a. Work with Chancellor, leadership team, executive search firm and new VC hire to assess departmental structure and develop long term operational plan.
      **Ongoing; external reviewer identified.** Review slated to begin by 1/31/19

   b. Assist Chancellor in developing and implementing a plan for interim coverage of the campus’s communications and government relations needs.
      **Complete**

   ➢ Alignment with KN Goals:  Goal 6, University Relations

   ➢ FY20 Work:
      ➢ Provide similar support for any additional leadership searches identified as necessary in consultation with the Chancellor
      ➢ Support the continued onboarding of the new VC for University Relations, including staffing and staff development needs within University Relations
6. **Title IX**—in collaboration with ODEI and Student Affairs, review and refine organizational structure for supporting Title IX function to ensure compliance and clarity for students and staff. Recommendations to Chancellor by 10/31/18; implementation by beginning of spring semester.

**Completed/on track**
- Alignment with KN Goals: Goal 4, Opening res halls/shift to 24/7
- FY20 Work: In collaboration with ODEI, Student Affairs and others, identify and implement improvements to Title IX-related policies, procedures and training programs.

7. **Support campus initiatives to consolidate distributed functions/promote efficiency.**

Ongoing as needed.

a. Support Provost’s Office in developing and implementing plan to consolidate finance and administrative functions for academic units. Date to be set in consultation with Provost’s Office.

**In progress/on track**—HR and Provost’s Office working in close collaboration on implementation plan

b. Review use of post-retiree appointments campus-wide; report to Chancellor on same by 10/15/18.

**Initiated but not yet complete.** As of today, UMB employs 16 post-retirees in non-academic roles and 15 post-retirees in academic positions. We have excluded academic roles from the review, and are collecting additional information regarding the 16 administrative roles to inform next steps.

c. Support system office efforts to implementing identified shared services projects. Timeline will be set in accordance with system project plan.

**Ongoing/on track.** Ongoing collaboration with system office shared services project manager through the 5 campus HR leaders’ group. Also participating in shared services working group efforts on payroll aspect of project.

- Alignment with KN Goals: Goal 1, Budget; Goal 10, Excellence in Leadership/Management
- FY20 Work: Continue this work with additional functions.

8. **Support all Chancellor goals by robustly contributing to campus leadership efforts**

- **NEW:** Manage executive search for Dean, CSM. On track for planned March 2019 completion.
• NEW: Manage executive search for CIO. On track for planned March 2019 completion.

• NEW: In collaboration with Chancellor’s Chief of Staff, design and implement Chancellor’s Office administrative staffing reorganization. On track for completion by start of spring semester.

  ➢ Alignment with KN Goals: All goals, including Goals 2 (Student Success), 3 (On line initiatives) and 8 (Capital Projects).
    ➢ Support for Goals 2 and 3 will also be provided in the form of HR support for related staffing needs.

  ➢ FY20 Work: Continue this work as needed.