

**MINNESOTA STATE COLLEGES AND UNIVERSITIES  
BOARD OF TRUSTEES**

**Agenda Item Summary Sheet**

**Committee:** Human Resources Committee    **Date of Meeting:** June 15, 2010

**Agenda Item:** Human Resources Annual Performance Report

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|--|---|---|-------------------------------------|
| <input type="checkbox"/> Proposed<br>Policy Change | <input type="checkbox"/> Approvals<br>Required by<br>Policy | <input type="checkbox"/> Other<br>Approvals | <input type="checkbox"/> Monitoring |
| <br>   |   |   |                                     |
| <input checked="" type="checkbox"/> Information    |   |   |                                     |

**Cite policy requirement, or explain why item is on the Board agenda:**

Request by Chancellor McCormick to provide an annual report from all divisions in the Office of the Chancellor

**Scheduled Presenter(s):**

Lori Lamb, Vice Chancellor for Human Resources

**Outline of Key Points:**

- Annual Report

**Background Information:**

The annual report provides relevant data regarding the functions and accomplishments of the Human Resources Division during Fiscal Year 2010.

**BOARD OF TRUSTEES  
MINNESOTA STATE COLLEGES AND UNIVERSITIES**

**INFORMATION ITEM**

**HUMAN RESOURCES ANNUAL PERFORMANCE REPORT**

1 Vice Chancellor Lamb has a report on accomplishments in human resources systemwide over the  
2 past year.

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5 *Date: June 16, 2010*

# Office of the Chancellor Division Performance Reporting Template

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## I. Multi-year Financial and Personnel Data

Cost Category / Financing	2008-09 Biennium		2010-11 Biennium	
	2008 Actual	2009 Actual	2010 Estimate	2011 Projected
Salaries & Benefits	2,892,324	3,020,073	3,129,976	2,858,866
Consulting Contracts	496,791	321,346	681,424	58,333
Other Administrative Costs	604,659	301,710	486,160	251,180
Total Administrative Costs	3,993,773	3,643,128	4,297,560	3,168,379
Less: External * (operating and pass through)	330,520	108,669	104,840	104,840
<u>Distribution of General Fund Costs</u>	2,784,116	2,447,175	3,060,686	2,236,383
Direct Services to Colleges/Universities				
Systemwide Services	879,137	1,304,622	1,341,714	1,036,836
Division Employee FTE	33.5	30.5	28.5	26.5

\*Retirement Admin Fund

## II. Explain the structural distribution between the functional duties performed by this division and similar activities performed by the colleges and universities.

Please note: Campuses have input and consultation through various committees and task forces on all services provided by the Office of the Chancellor Human Resources.

OOO HR Unit	OOO Function	Campus Function
<b>Vice Chancellor</b>	Board HR Committee Support	
2 FTE	Leadership Council HR Committee Support	
	Strategic Planning	
	Executive Searches	Campus CHRO serves as liaison to presidential search committees
	Executive Evaluation and Development	
	Policy Development & Implementation	
	Personnel Plan Administration	
	Legislative Relations	
	Audit Findings/Evaluations Follow-up	Campuses respond to their own audit findings to the extent they have individual audits on their campus
	Management of Statewide Bargaining Unit Relationships	Campuses manage local relationships with local bargaining unit leaders
	Statewide Data Reporting	Campuses only provided data on respective campuses
<b>Labor Relations</b> 7.5 FTE	Negotiation of Collective Bargaining Agreements (IFO, MSCF, MSUAASF are	Some campus representation on negotiation teams

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	negotiated directly)	
	Serve on negotiating teams for classified contracts negotiated through MMB; negotiate supplemental agreements for classified contracts	Some campuses representatives sought from time to time
	Arbitrations	
	Grievance Processing – OOC handles step 2 or 3 (final step before arbitration); provide advice to campuses on step 1 and 2	Campuses handle step 1 and 2 grievances
	Negotiation of Memoranda of Understanding, Letters of Understanding, etc.	
	Training on Collective Bargaining Agreements	
	Advice on collective bargaining matters – OOC provides advice to CHROs and Presidents to assure consistency across the system	Campuses provide advice to local campus leaders
	Management of Statewide Bargaining Unit Relationships	Campuses manage local relationships with local bargaining unit leaders
	Represent the system on unit determination issues	
	Maintenance of statewide layoff lists for IFO, MSCF, MSUAASF	
Contract Administration 1.5 FTE	IFO Salary Review Committee	Campuses may have representative on statewide review committee (SRC)
	IFO Outplacement Services – procurement of services	Campuses set up outplacement meetings and services for individual faculty, if requested
	MSCF Salary Placement – OOC provides final decisions	Campuses process initial step placement paperwork
	MSCF Credentialing – OOC provides final decisions for faculty hired into unlimited positions. <i>(Note: this is under review for potential of delegating more authority to campuses in this area)</i>	Campuses process initial paperwork
	MSCF Sabbatical eligibility	
	MSCF Hiring Practices (70%/60% full time hire requirement)	
	MSCF Early Retirement Incentive – OOC reviews work history and determines eligibility for former MCCFA faculty.	Campuses process initial paperwork
	MSUAASF Reporting requirements	
	Campus advice and assistance on various federal laws (19, FLSA, FMLA, ADA, USERRA, Commercial Driver’s License, Drug and Alcohol testing) and state laws	

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	(Voluntary Unpaid Leave, criminal background checks, proportional reductions, military leave, etc.)	
<b>Personnel</b> 2 FTE	Communications with Campuses	
	Coordination of Annual Conferences	
	Budget for the Division	
	Coordination of presidential searches	
	Policy and procedure development and coordination	
	Personnel Plan Administration	
Human Resource Information Systems 3.5 FTE	Oversee HRIS System functionality and partnership with ITS	Reps from some campuses have input on SCUPPS User Group
	Development of new HRIS tools	
	SCUPPS Help Desk (HRIS user assistance)	
	HR Online Help – online tool for processes and procedures in HR	
	Sema4 (State payroll system) interface and assistance – provided by OOC	
	Data Integrity	Campuses work to insure integrity
	Maintenance of comprehensive web site for prospective and new employees, and resource materials for campus human resources offices	
	Reporting Capabilities	
Retirement 1 FTE	Retirement plan development and administration (e.g. managing investment committee and faculty advisory committee)	Campuses determine individual eligibility
	Retirement coordination and implementation with MMB and various retirement plan providers	Campuses determine individual eligibility
	Retirement Plan IRS Document approval, administration, and maintenance	
	Coordination of Post Retirement Employment Options	Campuses provide individual information
	Coordination of BESI	Campuses implement BESI plans
Benefits .5 FTE	Health Care Reimbursement Plan administration	Campuses determine individual eligibility
	Tuition Waiver eligibility and implementation through HRIS system – overseen by OOC	Campuses determine eligibility
	General benefits administration and coordination with SEGIP	Campuses determine eligibility
Worker's Compensation .5 FTE	Training and large claim management	Campuses handle first reports of injury and resolve small cases
Training and	<i>Leadership Development: Luoma Leadership</i>	Campuses may have local

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Development 2.5 FTE	Academy (mid-level intensive 18-mo. leadership program)	leadership programs
	Administrator Orientation & Development	
	Provide statutorily required training to all supervisors (Art & Science of Supervision Training session)	
	Develop and deliver additional on-going supervisory training, classroom and e-learning	Campuses may have some local optional supervisory training
	Deliver customized leadership development programs to campuses upon request	
	<i>System-wide Training:</i> Provide e-learning on required topics (Code of Conduct, Sexual Harassment, Right to Know, etc.)	Campuses may develop their own training on key topics
	Support subject matter experts with assistance in instructional design, facilitation tips, and trainer/facilitator competencies	
	Deliver customized staff development programs to campuses upon request	
	<i>Organization Development:</i> Provide Organization Development resources and referrals to campuses	
	Provide Organization Development services at the system level (strategic planning, large meeting design and facilitation, process improvement)	
Classification 3 FTE	Classification determinations for vacant positions and reclassified/reallocated positions in the classified service – provided by OOC ( <i>Note: this is under review for potential of delegating more authority to the campuses in this area</i> )	Campuses have authority for some classifications; document justification for requests on other classifications
	Classification determinations for unclassified positions (MSUAASF, MAPE, MMA unclassified, Administrators)	Documentation of justification for request
	Classification appeals	Documentation of justification for appeals
	Coordination with MMB on classification issues; consultation with Bureau of Mediation Services where necessary	
	Posting vacancies to statewide resume management service; tracking and clearing vacancies	Campuses provide data for input
	Maintenance of MnSCU Job Opportunities	Campuses provide data for input
Compensation 1 FTE	Classified compensation decisions when above the delegation limit (depends on bargaining unit)	Campuses make some compensation decisions to the extent of delegated authority
	Unclassified compensation decisions – OOC	Campuses make some

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	provides determinations when above delegation limit or above step placement	compensation decisions to the extent of delegated authority
	Develop and implement a comprehensive compensation program for unclassified staff, including administrators and presidents	
<b>Office of the Chancellor HR Office</b> 3.5 FTE	Full service front-line human resources services to the Office of the Chancellor (400+ employees at 12 different locations throughout the state) including recruitment, hiring, performance management, discipline, discharge/separation, benefits and more)	

- III. Cite any recent or planned redistribution of costs or personnel between this division and colleges/universities for this functional area.

At this time, planned redistribution of any work from the Office of the Chancellor Human Resources will be based on the recommendations from the Office of Legislative Audit Evaluation of the System Office. That report made recommendations for delegation of additional authority to campuses in two areas: 1) college faculty credentialing, and 2) classification of positions. The projects underway in these areas will result in additional work being done on campuses. However, this should expedite processing in these functional areas for campuses.

Additional redistribution of costs to campuses may result from further budget reductions in the Office of the Chancellor HR Division. Those determinations will be made by December 2010.

- IV. Cite performance metrics and major accomplishments from the past year (tie to prior year division/committee work plan, if possible).

<b>OOO HR Unit</b>	<b>OOO Function</b>	<b>Accomplishments</b>
<b>Vice Chancellor</b>		
	Strategic Planning	Completed the first ever Human Resources Division Strategic Plan including action plans for future assessment
	Policy Review and Development	Drafted and implemented the Board Early Separation Incentive policy; as of April 26, 2010, 16 campuses have offered BESIs and over 50 employees have separated under this program
	Executive Searches	Completed four national presidential searches and appointments; completed one national search and appointment for Vice Chancellor of Information and Technology Services and Chief Information Officer  Evaluated the executive search process and implemented necessary changes to add rigor to the selection process
	Executive Evaluation and Development	Conducted needs assessment regarding the evaluation process; redesigned the presidential/executive evaluation process; created new online presidential/executive evaluation tool;

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		<p>Conducted needs assessment regarding the development and orientation processes; used information to inform additional process improvements for executive development including: individual development plans, improving the 360 degree assessment tool, and additional coaching opportunities</p> <p>Conducted coaching/mentoring sessions with all Presidents at least one time; Vice Chancellor attended nearly all of these sessions</p> <p>Conducted Cabinet development through mid-year meetings with Chancellor and each Cabinet member; Vice Chancellor was present in all meetings</p> <p>Held Leadership retreat in June 2010 to focus on strengthening evaluation and development, and on improving relationships with bargaining units</p>
	Audit Findings/Evaluations Follow-up	<p>Followed up on two recommendations from OLA report regarding credentialing and classification delegation</p> <p>Followed up on other institutional audit findings, e.g. unclassified leave</p>
	Management of Statewide Bargaining Unit Relationships	<p>Held first ever “Labor Relations Summit” with administrators around the system to begin to develop a long term labor relations strategy</p> <p>Held first ever “Conversation” with all bargaining units regarding the future of higher education</p> <p>Met with all bargaining units representatives regularly to discuss ongoing issues and resolve problems</p>
<b>Labor Relations</b>		
	Arbitrations	Five arbitrations held on statewide issues
	Grievance Processing – OOC handles step 2 or 3 (final step before arbitration); provide advice to campuses on step 1 and 2	106 grievances were filed and responded to; 51 grievances were settled or withdrawn
	Negotiation of Memoranda of Understanding, Letters of Understanding, etc.	<p>69 MOAs, MOUs, LOUs, settlement agreements and last chance agreements negotiated</p> <p>Major revision implemented to the Health Reimbursement Arrangement Plan to bring into compliance with IRS regulations; executed through LOU</p>
	Training on Collective Bargaining Agreements and other topics	11 “person days” spent in training supervisors on collective bargaining matters

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		<p>3 “person days” spent on Investigator and Decisionmaker Training (Board Policy 1B1)</p> <p>7 “person days” devoted to on-campus training on various requested topics</p> <p>Implemented monthly LR Newsletter to communicate more effectively with campuses on LR issues</p>
	<p>Advice on collective bargaining matters – OOC provides advice to CHROs and Presidents to assure consistency across the system</p>	<p>Advice to campuses on daily basis regarding collective bargaining agreement implementation</p> <p>Developed new retrenchment procedures for IFO and companion templates</p>
<p>Contract Administration</p>	<p>IFO Salary Review Committee</p>	<p>Completed salary reviews for 280 IFO faculty and implemented salary changes for FY 07</p> <p>Conducted training and orientation for Salary Review Committee</p> <p>Reviewed prior work experience for 184 newly hired IFO faculty</p>
	<p>MSCF Salary Placement – OOC provides final decisions</p>	<p>1887 notifications sent to MSCF faculty on salary placement and/or credentialing decisions</p>
	<p>MSCF Credentialing – OOC provides final decisions for faculty hired into unlimited positions. <i>(Note: this is under review for potential of delegating more authority to campuses in this area)</i></p>	<p>Implementation of the Credentialing Task Force to review the college faculty credentialing policy and procedure</p>
	<p>MSCF Sabbatical eligibility</p>	<p>Processed 184 MSCF faculty sabbatical eligibility verifications</p>
	<p>MSCF Hiring Practices (70%/60% full time hire requirement)</p>	<p>14,004 rows of data in 5 spreadsheets were analyzed to complete the 2 stage process of analyzing compliance</p> <p>Worked with campuses to correct non-compliance with contract issues; resolved non-compliance issue effectively</p>
	<p>MSCF Early Retirement Incentive – OOC reviews work history and determines eligibility for former MCCFA faculty.</p>	<p>Reviewed and approved 45 requests for former MCCFA early retirement incentives</p>
<p><b>Personnel</b></p>	<p>Communications with Campuses</p>	<p>Launched the new intra-agency agreement process to better facilitate payments for shared employees</p> <p>Held quarterly meetings with all Chief Human Resource Officers (in person or by WebEx)</p>

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		Held monthly telephonic meetings with all Chief Human Resource Officers
	Coordination of Annual Conferences	Held annual Fall Conference September 2009; focus on training and development  Held annual Spring Conference April 2010; focus on strategic planning
	Budget for the Division	Reduced division staffing by two FTE and reallocated and restructured service delivery
	Personnel Plan Administration	Provided legislative support to ensure contract ratification
Human Resource Information Systems		
	Development of new HRIS tools	Completed the Process and Application Assessment to create a plan for addressing HRIS needs into the future  Developed and coordinated implementation new Legal Files software program for use by Labor Relations  Roll out E-Timesheets module to 10 additional institutions  Participation and planning for the E-Timesheet Interface Project with MMB and Sema4
	SCUPPS Help Desk (HRIS user assistance)	44 priorities have been addressed and removed from the SCUPPS Priority Backlog List (over 100 items remaining)  SCUPPS User Group has met four times to continue to identify issues and prioritize needed changes to systems  Provided SCUPPS Training Sessions – four campus specific; one basic training; one update session  Held four WebEx training sessions for unclassified leave accounting  3346 inquiries to Help Desk were received and resolved
	HR Online Help – online tool for processes and procedures in HR	The fourth computer based training tutorial module was produced and added to the tool;
	Sema4 (State payroll system) interface and assistance – provided by OOC	70 department ID and location ID requests were received and processed for campuses
Retirement	Retirement plan development and administration (e.g. managing investment	Engaged Deloitte Consulting to conduct an overall review of retirement plans including IRAP, SRP, TSA  Established task force to implement recommendations for

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	committee and faculty advisory committee)	<p>plan modifications and processing improvements</p> <p>Removed over 1,500 inactive accounts with less than \$1,000 balances thereby reducing the costs of administration for the plan</p> <p>Increased training opportunities for new and existing plan participants to allow individuals to make better retirement choices; over 300 people attended seminars</p> <p>Implemented new option for election of Defined Benefit Plan for newly tenured faculty (over 200 faculty notified)</p> <p>Implemented ten Life-cycle funds for the retirement plans and established these funds as the default</p> <p>Successfully sponsored legislation that removes the State Board of Investment from the selection of the record-keeper and retirement investment funds</p>
Benefits	Health Care Reimbursement Plan administration	Managed and processed 3041 HRAs for Administrators and IFO faculty totaling \$2,318,200
	Tuition Waiver eligibility and implementation through HRIS system – overseen by OOC	Negotiated MOA with MSCF on eligibility of temporary part time faculty members; updated tuition waiver system and communicated changes to campuses
	General benefits administration and coordination with SEGIP	134 administrator vacation conversions were processed totaling \$232,331
Worker's Compensation	Training and large claim management	<p>Conducted training for supervisors on early return to work for injured workers; coordinated similar training with MMB (MnSCU IR in FY 09 was 2.2 compared to a state average of 4.2)</p> <p>Managed 10 litigation claims; all settled; projected savings from claims management is \$395,574</p>
Training and Development	<i>Leadership Development:</i> Luoma Leadership Academy (mid-level intensive 18-mo. leadership program)	<p>Provided Return on Investment analysis to Board of Trustees</p> <p>Hosted the Chair Academy's International Leadership Conference; 125 MnSCU leaders attended; 23 presentations were given by MnSCU staff</p>
	Administrator Orientation & Development	Provided Administrator training to 141 participants
	Provide statutorily required training to all supervisors (Art & Science of Supervision Training session)	Delivered four Art of Supervision and three Science of Supervision sessions; served 173 participants
	Deliver customized	Provided customized training and leadership development

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	leadership development programs to campuses upon request	serving over 800 employees
	<i>System-wide Training:</i> Provide e-learning on required topics (Code of Conduct, Sexual Harassment, Right to Know, etc.)	Facilitated adopted of “required” training curriculum
	Support subject matter experts with assistance in instructional design, facilitation tips, and trainer/facilitator competencies	Facilitated the Labor Relations Summit and the “Conversation” with bargaining units
	Provide Organization Development services at the system level (strategic planning, large meeting design and facilitation, process improvement)	Facilitated the division’s strategic planning effort
Classification	Classification determinations for vacant positions and reclassified/reallocated positions in the classified service – provided by OOC ( <i>Note: this is under review for potential of delegating more authority to the campuses in this area</i> )	462 job audits conducted with an average turnaround time of 4 days for vacant positions(improved by one day over FY 09) and average turnaround of 11 days for filled positions (improved four days from FY 09)  42 campus individuals trained on job audits  31 campus individuals trained on Basic Concepts at the Fall Conference  26 campus individuals trained on Classification, Specialty Appointments & Managing Search Process and Appeals
	Classification determinations for unclassified positions (MSUAASF, MAPE, MMA unclassified, Administrators)	3 sessions presented on how to write position descriptions  Began process of delegation of more classification authority to campuses
	Coordination with MMB on classification issues; consultation with Bureau of Mediation Services where necessary	Prepared and successfully came through the MMB audit for classification delegation authority over the last 3 years; results were that MnSCU met standards to retain delegation authority
	Posting vacancies to statewide resume management service; tracking and clearing vacancies	542 Classified vacancies were posted through 5/11/10  587 Unclassified vacancies were posted through 5/11/10
Compensation	Classified compensation decisions when above the	235 salary approval requests were processed as of 5/11/201; turnaround is same day

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	delegation limit (depends on bargaining unit)	
	Unclassified compensation decisions – OOC provides determinations when above delegation limit or above step placement	15 approvals for administrator plan salaries above the delegation limit; all done within same day
<b>Office of the Chancellor HR Office</b>	Full service front-line human resources services to the Office of the Chancellor (400+ employees at 12 different locations throughout the state) including recruitment, hiring, performance management, discipline, discharge/separation, benefits and more)	<p>Improved reporting for Board of Trustees on staffing levels in the Office of the Chancellor</p> <p>Processed layoffs and reductions in force for 36 positions</p> <p>Implemented Telecommuting Procedure</p>

V. Identify major division/committee work plan activities planned for upcoming year.

The major work of the division will be driven by the new strategic plan that was adopted. The strategic plan goals follow. The action plans are in the final stages of adoption and revision and will be provided when all priorities are determined. The new strategic plan is attached, including the new values and mission for the division.



# Human Resources Strategic Plan

*HR Values:*

*Integrity, Collaboration, Innovation*

*HR Mission:*

*Building a Workforce that Delivers Excellence in Education*

**Goal 1: Attract, retain, and develop employees to meet current and future educational needs.**

Identify the workforce skills and competencies that are needed in our colleges, universities, and the Office of the Chancellor to ensure the success of our system well into the future. Design positions and recruit talent to meet these needs. Support employee and organizational success through an integrated approach to talent management that includes: workforce planning, talent acquisition, performance management, learning and development, competency management, compensation, leadership development, and succession management.

**Goal 2: Cultivate a work and learning environment that is inclusive, welcoming and supportive.**

Promote a culture of accountability that fosters diversity and inclusion, provides opportunities for professional and personal development, fosters employee retention, and supports work-life balance.

**Goal 3: Provide employees with accurate and timely HR information to make informed decisions affecting their work and life.**

Create an effective communication framework to provide timely, clear, and consistent communication to all employees.

**Goal 4: Advance a labor relations strategy that promotes flexibility and responsiveness to meet the changing needs of higher education.**

Develop a strategic labor relations approach that will facilitate quality and innovation in educational services and responsiveness to meet the needs of students and the larger community. Strengthen partnerships across constituencies and promote positive working relationships and shared goals with all of the system's labor unions.

**Goal 5: Build HR processes, systems, and infrastructure to provide efficiency, quality and cost effectiveness.**

Seek and secure resources to implement a comprehensive and integrated Human Resources Information Systems (HRIS). Align common HR processes. Provide managers access to reliable workforce information to assess costs and plan for future needs. Support institutional and system decision making through the systematic use of HR data. Promote accountability for results by providing stakeholders access to meaningful data and analysis. Support steady efforts for data and process integrity.

**Goal 6: Build HR capacity to advance system goals**

Develop HR competency and expertise among HR professionals and strengthen HR's role as a strategic partner to meet future challenges, remove barriers to innovation and responsiveness, and advance College, University, and Office of the Chancellor goals.