MINNESOTA STATE COLLEGES AND UNIVERSITIES
BOARD OF TRUSTEES

Agenda Item Summary Sheet

Committee: Human Resources Committee   **Date of Meeting:** June 21, 2011

Agenda Item: 2011 Office of the Chancellor Performance Report – Human Resources Division

☐ Proposed
Policy Change

☐ Approvals
Required by
Policy

☐ Other
Approvals

☐ Monitoring

☒ Information

Cite policy requirement, or explain why item is on the Board agenda:
The Board of Trustees requested that this report be developed and presented annually in each of the Board's committees.

Scheduled Presenter(s):
Lori Lamb, Vice Chancellor for Human Resources

Outline of Key Points/Policy Issues:
The performance report includes four sections that provide information about the current and projected budget of the division; the functions performed by the division and how they differ or complement those of the institutions; a listing of major goals and accomplishments for FY 11 and preliminary division goals for FY 12.

Background Information:
This report is part of a larger report on the performance of the Office of the Chancellor for FY 2011. It was developed in response to the Office of Legislative Audit recommendation in the 2010 Office of the Chancellor Evaluation.

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BOARD OF TRUSTEES
MINNESOTA STATE COLLEGES AND UNIVERSITIES

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INFORMATION ITEM

2011 OFFICE OF THE CHANCELLOR PERFORMANCE REPORT –
HUMAN RESOURCES DIVISION

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BACKGROUND:

The attached performance report includes four sections that provide information about the current and projected budget of the division; the functions performed by the division and how they differ or complement those of the institutions; a listing of major goals and accomplishments for FY 11 and preliminary division goals for FY 12.

This report is part of a larger report on the performance of the Office of the Chancellor for FY 2011. It was developed in response to the Office of Legislative Audit recommendation in the 2010 Office of the Chancellor Evaluation.

Date Presented to the Board: *June 21, 2011*

Office of the Chancellor Performance Report
Human Resources Division

I. Multi-year Financial and Personnel Data

Cost Category / Financing	2010-11 Biennium		2011-12 Biennium	
	2010 Actual	2011 Projected	2011 Estimate	2012 Projected
Salaries & Benefits	$3,118,410	$2,858,866	$3,229,182	3,104,306
Consulting Contracts	511,250	58,333	832,630	650,000
Other Administrative Costs	398,190	251,180	407,168	989,510
Total Administrative Costs	$4,027,850	$3,168,379	4,538,980	4,743,816
Less: External Funding (1)	(85,771)	(104,840)	(88,849)	(87,000)
General Fund Financed Costs	$3,942.079	$3,063,539	$4,450,131	4,656,816
Distribution of General Fund Activities				
Direct Services to Colleges/Universities	$2,640,441	$2,236,383	$3,249,993	3,399,476
System-wide Services	1,301,638	1,036,836	1,200,138	1,257,340
Division Employee FTE	28.5	26.5	29.65	31

(1) 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.

OOC HR Unit	OOC Function	Campus Function
Vice Chancellor	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

	Manage collective bargaining and negotiations for three contracts	
Employee Relations		
Labor Relations and Contract Administration 11.1 FTE	Negotiation of Collective Bargaining Agreements (IFO, MSCF, MSUAASF are negotiated directly)	Some campus representation on negotiation teams
	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	Research assistance and witness participation
	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 Under-standing, 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	
	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.	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 (I9, FLSA, FMLA, ADA, USERRA, Commercial Driver's License, Drug and Alcohol testing) and state laws (Voluntary Unpaid Leave, criminal background checks, proportional reductions, military leave, etc.)	
Operations		
Division management 2 FTE	Communications with Campuses	
	Coordination of Annual Conferences	
	Budget for the Division	
	Policy and procedure development and coordination	
	Personnel Plan Administration	
	Oversee data management for the division	Campuses only provide data on respective campuses
	Provide system HR website for use by prospective employees, current employees, and campus HR offices.	Campuses provide websites for their employees
Staffing 3 FTE	Classification determinations for vacant positions and reclassified/reallocated positions in the classified service – provided by OOC *(Note: this is under review for further delegation of more authority to the campuses in this area)*	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
	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

	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	
	Retirement plan development and administration (e.g. managing investment committee and faculty advisory committee)	Campuses determine individual eligibility
Retirement 1.3 FTE	Retirement coordination and implementation with MMB and various retirement plan providers	Campuses determine individual eligibility
	Retirement Plan IRS Document approval, administration, and maintenance	
	Facilitation of DCR committee which provides guidance on DCR plans	
	Coordinate communication on plan features and changes to plan	Campuses provide information to their employees
	Coordination of Post Retirement Employment Options	Campuses provide individual information
	Coordination of BESI	Campuses implement BESI plans
	Health Care Reimbursement Plan administration	Campuses determine individual eligibility
Benefits assistance .5 FTE	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
HRIS 3 FTE	Maintain system HRIS (SCUPPS), work with ITS for development and maintenance needs	Campuses use system
	Maintenance of system Job Opportunities	Campuses provide data for input
	Development and maintenance of stand-alone HR technology systems (Salary and credentialing, Neo-GOV)	Campuses use the system
	Maintain HRIS help-desk for campus SCUPPS users	Campuses use the system
Talent Management		
3.6 FTE	*Workforce Planning*: Implement workforce planning model for MnSCU; conduct analysis of current workforce system-wide	
	Talent Acquisition: Provide coordination and	Campuses provide support for

	guidance for presidential and executive searches within MnSCU system	presidential searches w/scheduling, search committee membership, etc.
	Identify and recommend "best in class" recruiting practices and model search processes across the system to improve effectiveness of recruiting across system.	Campuses conduct their own recruiting for VP level and down. Campuses seek system counsel for "best practices."
	Performance Management: Support new approach for Executive Evaluation.	Campuses manage and track their performance evaluations for levels below president.
	Leadership Development: Luoma Leadership Academy (mid-level intensive 18-mo. leadership program)	Campuses may have local leadership programs
	Administrator Orientation & Development	Campuses may have local orientation for new administrators
	Provide statutorily required training to all supervisors (Art & Science of Supervision Training session)	Up to 4 CHROs assist in co-facilitating the Art of Supervision annually
	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	
	Support executive development for presidents	
	System-wide Training: 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	
	Organization Development: 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)	
	Succession Planning: Develop succession planning approach customized to MnSCU's needs; identify high potential leaders for accelerated development opportunities	

Office of the Chancellor Performance Report
Human Resources Division

Office of the Chancellor HR Office 4.0 FTE (1 FTE paid by ITS)	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 performance metrics and major accomplishments from the past year (tie to prior year division/committee work plan, if possible).

All major accomplishments are listed below and tied to **our** newly implemented HR Strategic Plan. To maximize our effectiveness, the HR Division has engaged over 80 employees in our colleges and universities to serve on 12 committees, task forces, and teams. Accomplishments achieved through these collaborative means are highlighted with asterisks.***

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

1. Workforce Planning

	Objectives	Status	Accomplishments	Metrics
***	Appoint workforce planning advisory group	Completed	Advisory group has met monthly for half day sessions	12 members are representative of system
***	Conduct needs assessment	Completed	Completed phase I of Strategic Workforce Planning for the system. Conducted environmental scan, role segmentation	
	Project turnover in key positions	In progress		Turnover data generated for key roles
	Reduce workforce in the OOC due to impending budget cuts	Completed	Positions eliminated and placement services provided to affected staff	33 positions eliminated
	Implement Board Early Separation Incentive Program in the OOC	Completed	Work areas identified for possible BESI usage savings and employees invited to express interest	30 BESI contracts executed

Office of the Chancellor Performance Report
Human Resources Division

2. Recruiting

	Objectives	Status	Accomplishments	Metrics
	Hire talent acquisition manager	Completed	Talent acquisition manager hired October 2010. Instituted cost-saving measures and process improvements in presidential recruiting, including convening a central screening committee for executive search, new interviewing guide for search committees, and closer monitoring of search firm consultants.	Negotiated $14,500 reduction in vendor fees for 3 presidential searches. Saved $17,000 in consultant expense by developing interview guide aligned with MnSCU competencies.
***	Appoint Talent Acquisition Advisory Committee to begin standardizing hiring processes	Completed	Committee convened in December 2010; meets monthly	Campus representatives provide input
***	Implement NeoGov for all campuses	In progress	Provided consultative support for implementation.	All but 7 campuses have implemented NeoGov
	Recommend and implement changes to the executive search process	Complete	A list of recommendations was developed and reviewed with the Board. Recommendations were implemented.	
	Executive level searches were conducted.	Complete In progress	Chancellor search was conducted 3 president searches were conducted Vice Chancellor for ASA was begun	Chancellor was appointed 3 presidents appointed 3 interim presidents were appointed

Complete job evaluations and approvals consistent with delegated authority	Complete for FY11, this is an on-going responsibility	Audits of positions were conducted or approved within time frames and delegated authority	703 job audits conducted and approved as of 5/12/2011. (Average of 4.5 calendar days turn around for vacancies as compared to 4 days in FY10). (Average of 12 calendar days turn around for filled positions compared to 11 days in FY10). 75 % of the total # filled job audits turned around within15 day period to prevent back pay occurring compared to 85% in FY10). (462 job audits conducted and approved in FY10 as of 5/11/10.)

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Human Resources Division

	Review and process vacancy notices from campuses for posting on appropriate job boards	Complete for FY11, this is an on-going responsibility	Vacancies were reviewed and approved for posting	705 Classified vacancies were processed and submitted to MMB for posting on their website for the period from 7/1/10 through 5/12/11. 542 Posted in FY10 as of 5/11/2011. 649 unclassified vacancies (excluding 331 MSCF Faculty vacancies of 331) were posted on MnSCU HR website for the period from 7/1/2010 through 5/12/2011. 587 posted in FY10 (excluding MSCF faculty vacancies) as of 5/11/10.
	Approve above delegation salary requests.	Complete for FY11, this is an on-going responsibility	Salary requests were reviewed and approved or denied.	312 Salary approval requests were reviewed and approved as of 5/12/2011. Turnaround time is same day or within 24 hours of receipt. 235 approved in FY10 as of 5/11/10.

3. Employee Development

	Objectives	Status	Accomplishments	Metrics
	Develop e-learning solutions to meet common training needs	Suspended due to non-funding		
	Sustain and build upon current leadership development programs.	Completed Continual evaluation and improve-ment.	Provided mandated core supervisory training as a delegated authority from MMB to 117 new leaders.	Cost savings compared to MMB option for 117 supervisors: $41,185 in registration fees, $18,840 in one less day of classroom time for travel, $21,000 in one less day of classroom time for salaries $81,025 Total
	Provide leadership development on a regionalized basis for supervisors, managers, and administrators.	Completed Continual evaluation and improve-ment	In collaboration with campus HR Offices, devel-oped a regionalized partnership approach for delivery of leadership seminars and lab classes for supervisors, managers and administrators at our colleges and universities.	Participation increased from 145 in FY 10 to 537 in FY 11 – 370% increase. Estimated travel savings of $48,300 (300 people @ $161/day).
***	Improve the effectiveness/coordination of system-wide training	In progress	Created common training calendar for all system-wide training; convened committee to increase system-wide training effectiveness	
***	Communicate and promote development resources to employees at the system level	Ongoing	Website updated to reflect development opportunities and talent management support to employees	
	Mentoring and orientation of new executives	Complete	Meetings have taken place with new presidents during this year.	Assessment survey is underway.

			Orientation for new executives was held in Oct and Nov.	
	Additional Objectives: Meet campus-specific requests for employee and leadership development.	Ongoing	Provided customized employee and leadership development sessions to campuses	Served 520 participants

4. Performance Management

	Objectives	Status	Accomplishments	Metrics
	Engage in discussions using competencies as an approach for managing performance; move through decision making process about common approach for management performance with Leadership Council	Revised to focus on executive evaluation	Implemented new Online Executive Evaluation tool for presidents	Reduced staff time needed to prepare evaluation material at fiscal year end Improved process to better report and reflect presidents' accomplishments

5. Succession Planning

	Objectives	Status	Accomplishments	Metrics
***	Identify definitions and key elements of succession planning	Completed	Developed succession planning approach and model that will work in a higher education environment.	Model has been shared with leadership council and CHROs
	New objective: driven by Chancellor's FY11 goals: Identify high potential senior leaders	Completed	Launched a succession planning pilot effort to identify high performing, high potential leaders who will be ready to apply for presidential positions in 1-3 years.	20 individuals identified as high potential leaders
***	Assess implications of retirements	In progress		
***	Consult with CHROs on needs for succession planning	In progress	Consultation has continued throughout year; in process of creating a guidebook for campuses to implement succession planning at the campus level.	

	New objective: driven by Chancellor's FY11 goals: Create an executive development proposal for high potentials	Completed	Partnered with the University of Minnesota to develop an accelerated development program to complement our succession planning pilot effort. Participants will be identified from both MnSCU and the U of M.	$40,000 in program cost savings will be realized through partnership in FY12. $50,000 in staffing savings realized in FY11 by sharing curriculum development expertise with the U of M.

HR Strategic Goal 2: Cultivate a work and learning environment that is inclusive, welcoming, and supportive

	Objectives	Status	Accomplishments	Metrics
***	Identify and share best practices on employee engagement/great place to work initiatives.	In process	Committee has begun this work.	

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

	Objectives	Status	Accomplishments	Metrics
***	Appoint HR Communications Committee	Complete	Committee is meeting bi-weekly	7 employees on the committee
***	Develop a unified framework for system-wide communications	In progress	Committee has reviewed existing communication channels for employees and will continue to work on recommendation for new structure	

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

	Objectives	Status	Accomplishments	Metrics
***	Establish the Labor Relations	Completed	Council is meeting on ad	7 members on

	Advisory Council, which will serve to assist in helping to craft a system labor relations strategy for the future.		hoc basis to provide a sounding board for LR bargaining objectives and processes.	the committee
***	Create a process to solicit and determine negotiations priorities and topics; collaborative efforts made to provide a cross—functional perspective	Completed	Used facilitated inquiry process at CAO/CSAO fall conference to obtain input related to 5 common themes from LR Summit; bargaining team representatives used similar process on campus to obtain further input; augmented with on-line survey	Developed list of potential changes needed in labor agreements, with critical long-term changes identified; IBB bargaining initiated with 2 of 3 faculty units
	Continue planning for an annual Labor Relations Summit and/or conversations with the bargaining units, presidents and other campus leadership, and Office of the Chancellor leadership to discuss issues and trends in higher education.	On hold during bargaining year		
	Provide labor relations support and communications to campuses	On going	Employee relations provides support by negotiating written side agreements (MOUs, etc.), processing grievances through arbitration (or settlement) and provided continuing direction and support to campuses as follows: contract interpretation and administration; misconduct and related investigations; training on LR and ER functions (including SOS); credentialing support; salary setting and review support; sabbatical and retirement eligibility	As of 5/20/11: 76 grievances were filed and processed; 17 person days spent in 7 arbitrations; we received 5 arbitration decisions; 53 grievances settled formally and 19 were withdrawn; 67 person days of training provided; outplacement provider procured;

			support; outplacement services support; provide MSCF hiring practices compliance support	est. 1595 MSCF faculty salary placement and/or credentialing decisions; processed 1000 (est.) inquiries re on-campus credentialing decisions; processed 240 MSCF sabbatical and ERI eligibility requests; completed hiring practices analysis; prepared and executed 58 written side-agreements (MOAs, LOUs, etc.)
	Labor Relations Newsletter	Complete	Developed and published a periodic newsletter for supervisors and managers	4 issues published

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

	Objectives	Status	Accomplishments	Metrics
***	Create an HRIS Integration Team and governance structure	Complete	Team formed and meeting	Team includes 11 members and has met six times over the past fiscal year
***	Determine the steps required to implement an integrated HRIS solution	Complete	Priorities identified	Top priorities for new tools defined. They include: More Programmed logic in SCUPPS,

				onboarding, common employment application system, and performance evaluation
	Complete system-wide adoption of NEOGOV	In progress	Another cohort of institutions implemented NeoGov. They did so while attending a set of trainings designed to walk them through implementation	Twenty-one institutions are currently using NeoGov
***	Existing ASRP group to do the following: 1) Prioritize HR processes for review, standardization, and simplification 2) Define a plan for campus HR departments to adopt processes; and for the system to ensure adherence.	In Progress	Meetings and work are ongoing.	Team includes 11 members and has met 4times over the past fiscal year
***	Existing SCUPPS user group to do the following: 1) Review and recommend the reduction of codes in use 2) Determine what reports are no longer useful and see that they are removed	Complete Complete	User group work is complete on both, awaiting available ITS resources to implement	Improved logic in system. Manageable list of reports to use and understand
	Implement the under $100,000 projects that have been approved 1) Unclassified leave process improvements 2) Salary and Credentialing system improvements 3) Position description library	In progress Complete In progress	Awaiting available ITS resources to implement Improvements are in place Position Description library awaiting implementation of Share Point	Improved user functionality for unclassified leave processing. Reduction of errors and audit findings concerning unclassified leave tracking

Office of the Chancellor Performance Report
Human Resources Division

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

	Objectives	Status	Accomplishments	Metrics
***	Create task force of HR representatives	Complete	Committee has been meeting regularly and developed sub-committees.	Group of 8 is representative of the system
***	Identify core HR functions	Complete	The functions have been developed, vetted by HR Directors and presidents on the Leadership Council HR committee. The list is being used as the basis for other work.	The list is available to all interested HR staff.
***	Review criteria for the Personnel Management Review (PMR) process and update the criteria	Complete	The criteria were updated and reviewed by HR Directors	The revised version is posted to the HR website.
***	Complete the State University HR classification specifications	In progress	A sub-committee expects to have the draft ready for review by June 30.	
***	Develop a calendar of training activities that have been conducted by HR staff in the OOC during the past two years. The calendar will form the basis for a master calendar of all HR training activities.	Complete	The calendar is being used as one of the inputs into creation of an HR Academy.	The calendar is complete.
***	Identify two new training modules after consultation with CHROs.	In progress	A survey was sent to all HR staff. Their responses are being used to determine which Academy areas to develop first.	Core function identification and data from the survey are the basis for developing modules.

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

The major work of the division will continue to be driven by the strategic plan that was adopted in fall 2010. Major activities may include the following (subject to further discussion with the HR Committee of the Board, new chancellor, Leadership Council HR Committee and the chief human resource officers):

Office of the Chancellor Performance Report
Human Resources Division

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

Continuing objectives:		
Responsible Party	Objective	Measurable Outcomes
Workforce Planning Committee	Project turnover in key positions	Turnover data generated for key roles
Talent Management Staff	Identify process improvements in executive searches to improve quality of hire and manage search consultant expense.	Cost savings for executive searches. Improved processes.
Talent Management Communications Committee	Create a communication plan with appropriate web-based resources to help leaders understand what talent management resources are available to them.	Improved Talent Management Web Site
Talent Management Staff	Redesign the curriculum for the Science of Supervision; moving 1 day of content to an online delivery mode.	Reduced travel costs for new supervisors to attend Science of Supervision
Talent Management Staff	Deliver supervisory training, new administrator orientation, and leadership development offerings on a regular basis	Supervisors and administrators have development opportunities available to meet their needs
Talent Management Staff	Coordinate the Luoma Leadership Academy 6th cohort, provide training and support to action learning teams, and develop and host annual Luoma gathering in winter 2012	Participants engage in leadership development
Talent Management Staff	Deliver executive development program for high potential leaders in coordination with the University of Minnesota.	20 high potential leaders will have prepared themselves for executive roles through classroom activity, on-the-job experiences, and coaching/mentoring
New objectives:		
Responsible Party	Objective	Measurable Outcomes
Workforce Planning Committee	Engage key stakeholders and leaders in discussions to inform direction of workforce planning effort	System-wide objectives will be set for workforce planning by system leadership
Recruiting Advisory Group	Create, in collaboration with campuses, a toolkit for talent acquisition within MnSCU. Identify and recommend process improvements for recruiting high volume, high need roles, system-wide.	Talent Acquisition Toolkit for campus use
Talent Management Staff	Develop a "what to expect" document for executive candidates outlining the search process.	"What to expect" document is developed and distributed to presidential candidates.

System-wide Training Coordination and Effectiveness Committee	Conduct bi-annual staff development survey in Spring 2012	System and campus specific findings generated and disseminated to guide campus decision making on performance management and employee development efforts
System-wide Training Coordination and Effectiveness Committee	Encourage greater adoption of STARS (system-wide training and registration system) to help employees access all training opportunities available to them	Increased usage of STARS
Talent Management Staff	Develop and implement a 9-month on-boarding process for all new supervisors within MnSCU, integrating it with the required core supervisory training as mandated by MMB.	Improved on-boarding of new supervisors throughout the system; with online resources available to them upon starting their new role.
Talent Management Staff	Develop and pilot a blended on-line and in-person training program for new and interim academic deans across our system.	The program will support the success and increase the retention of new academic deans in our system
Talent Management Staff	Customize online executive evaluation for cabinet member use	Online evaluation tool that helps Chancellor's cabinet members report their accomplishments
Succession Planning Committee	Create an online succession planning guidebook with tools for campus use	Guidebook will be available to all campuses

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

Continuing objectives:		
Responsible Party	Objective	Measurable Outcomes
Goal 2 Committee	Identify and share best practices on employee engagement/great place to work initiatives.	Best practices shared with CHROs
New objectives:		
Responsible Party	Objective	Measurable Outcomes
Goal 2 committee	Explore grants as a mechanism to fund a system-wide employee engagement assessment.	Decision made to seek or not seek grants.

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

Continuing objectives:		
Responsible Party	Objective	Measurable Outcomes
Goal 3 committee	Identify the existing information available to employees that can be used system-wide. e.g. retirement information, how to change address	List of existing pieces is published

Goal 3 committee	Begin to create needed employee information where it doesn't already exist.	25% of needed informational pieces are created
New objectives:		
Responsible Party	Objective	Measurable Outcomes
Goal 3 committee	Identify best methods to be used to communicate with employees e.g. interactive website, hardcopy	List will be published
Goal 3 committee	Establish guidelines to ensure continued accuracy and consistency of standardized communication.	Guidelines will be developed, vetted, and published

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

Continuing objectives:		
Responsible Party	Objective	Measurable Outcomes
Labor Relations Advisory Committee	Create a process to solicit and determine negotiations priorities and topics; collaborative efforts made to provide a cross—functional perspective.	Priorities are developed, vetted, and provide guidance to bargaining teams.
Employee Relations staff	Provide labor relations support and communications to campuses	Customers are satisfied with services
New objectives:		
Responsible Party	Objective	Measurable Outcomes
Labor Relations Advisory Committee and Employee Relations staff	Plan for Labor Relations Summit and/or conversations with the bargaining units, presidents and other campus leadership, and Office of the Chancellor leadership to discuss issues and trends in higher education.	Decision made to hold a summit or conversation or wait for future time
Labor Relations Advisory Committee	Development of a strategic 10 year vision to guide bargaining proposals	Vision created

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

Continuing objectives:		
Responsible Party	Objective	Measurable Outcomes
Goal 5 HRIS integration committee	Determine the steps required to implement an integrated HRIS solution (See Process & Application Assessment recommendations).	
Goal 5 HRIS committee and system HR staff	Expand the use of NeoGOV and convert the current Job Opportunities site to one compatible with NeoGOV.	All campuses using NeoGOV Job Opportunities site replaced by system-wide NeoGov powered job board

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Human Resources Division

Goal 5 ASRP team	Review HR Online Help to ensure documentation is up-to-date, accurate, complete, and uniform.	Documentation is up-to-date, accurate, complete, and uniform.
SCUPPS User Group	▪ Provide user advice on the integration of additional logic into the SCUPPS system, identifying specific data mapping required ▪ Carry out user testing on modifications to SCUPPS	Users feel involved in the process. The process is improved by their input.
Operations Unit and Research, Planning, and Effectiveness	Continue to improve HR data and reporting capacity both in office of the chancellor and at the campuses.	Data is improved and available.
ITS Division, System HR Operations unit, and Unclassified Leave Tracking Focus Group	Unclassified leave process and functionality improvements.	Decrease in audit findings surrounding unclassified leave tracking
New objectives:		
Responsible Party	Objective	Measurable Outcomes
Operations unit, Research, data analysis, and reporting unit	▪ Focus on improving campus HR capacity with Hyperion ▪ Offer HR specific training for campus users	▪ Several campus HR departments having attended training. ▪ Increased capacity to access and analyze HR data
Operations Unit	▪ Establish a regular cycle of retirement coding auditing ▪ Work directly with campus HR departments to improve capacity surrounding retirement benefit administration	Decrease in errors in retirement administration and subsequent decrease in fines
ITS Division, System HRIS Director, SCUPPS User Group	Roll out Team View application, providing user documentation and training.	Supervisors are using Team View to access information they need about their direct reports.
Operations unit and HR leadership	Collaborate with ITS to get sustainable IT resources on HR project	Resources assigned
Office of the Chancellor HR Office	Create efficiencies by examining the manner in which HR services are provided within the Chancellor's Office itself; identifying opportunities for streamlining via organizational restructuring, shared services within the Campus Services Cooperative, and *LEAN* business process improvement.	Reduce time needed and number of steps in the vacancy filling process
Office of the Chancellor HR Office	Establish a "Chancellor's Office Operations Team," bringing leaders from all division in the office together regularly, with the goal of	• Improved communication- rolling up and down the

improving internal operations and creating efficiencies in managing our human resource, business, and operational needs.	organization • Greater opportunity to instill the Chancellor's vision, mission into the culture and influence morale across organization. • Greater opportunity to involve operating divisions in policy and procedure development, thereby increasing likelihood of acceptance and adherence • Improved opportunity for in-service training of day to day management and strategic planning topics, therefore creating efficiency in daily operations • Establishing a means to identify opportunities to share resources across division lines and create efficiencies

Goal 6: Build HR capacity to advance system goals

Continuing objectives:		
Responsible Party	Objective	Measurable Outcomes
Goal 6 committee	Integrate the new state university and Office of the Chancellor HR classification specifications with the existing state college HR classification specifications	Classifications specifications are published and available
Goal 6 committee	Fully develop the HR Academy framework.	Framework is available as a guide to those who develop modules
Goal 6 committee and system HR staff who deliver training	Develop the modules associated with the three HR functional areas rated most in need of training by the HR staff on the 2011 needs survey	At least 50% of the modules will be developed and available for delivery during FY12
New objectives:		
Responsible Party	Objective	Measurable Outcomes
System HR	Evaluate the services and functions offered by system HR and their perceived value to the	Functions will align with priorities

	campuses in light of budget restrictions	
System HR	Review current advice and approval model of the staffing unit and work toward a campus partnership model	Service will improve and align with customer needs
System HR	Provide resources, including staff time and money, to support the team leaders and teams working on the HR strategic plan	Teams will be able to achieve their objectives

Office of the Chancellor Performance Report
Human Resources 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.