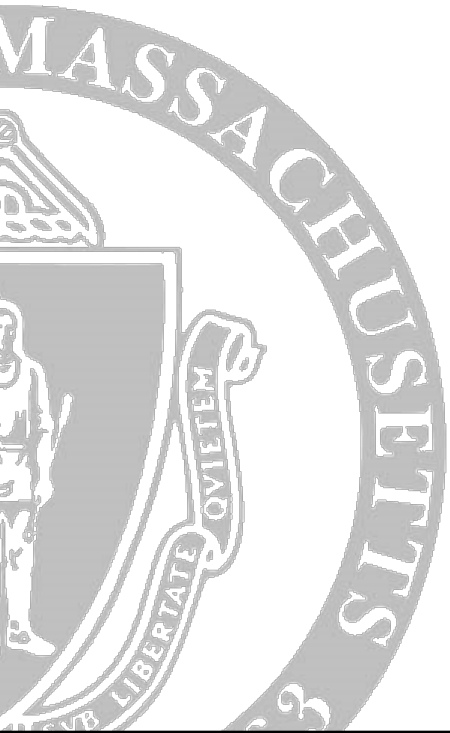


SACL Matrix Update

March 5, 2015



Outline

▪ Introduction

- Phase One: Human Resources and Financial Operations
- *UMPD, Wellness Cluster and Technology*
- Goals
- Guiding Principles

▪ Financial Operations Update

- Approach
- Current Status
- Preliminary Findings
- Next Steps

▪ Human Resources Update

- Approach
- Current Status
- Preliminary Findings
- Next Steps

▪ Summary

- Next Steps
- Timelines

▪ Question Period

Goals and Guiding Principles

- *The two essential goals of this planning effort are to:*
 - Examine the “what, who, how and why” related to managing SACL Financial Operations and Human Resources; and...
 - Make recommendations for performing all related functions as well as possible across the division.

- *Six guiding principles inform this effort:*
 - Accuracy of data used to inform management decisions
 - Application of consistent processes and tools
 - Timeliness and efficiency coupled with suitable controls
 - Flexibility and shared resources
 - Compliance with related policies, best practices and governing laws
 - Capacity and competence to be successful

Financial Operations



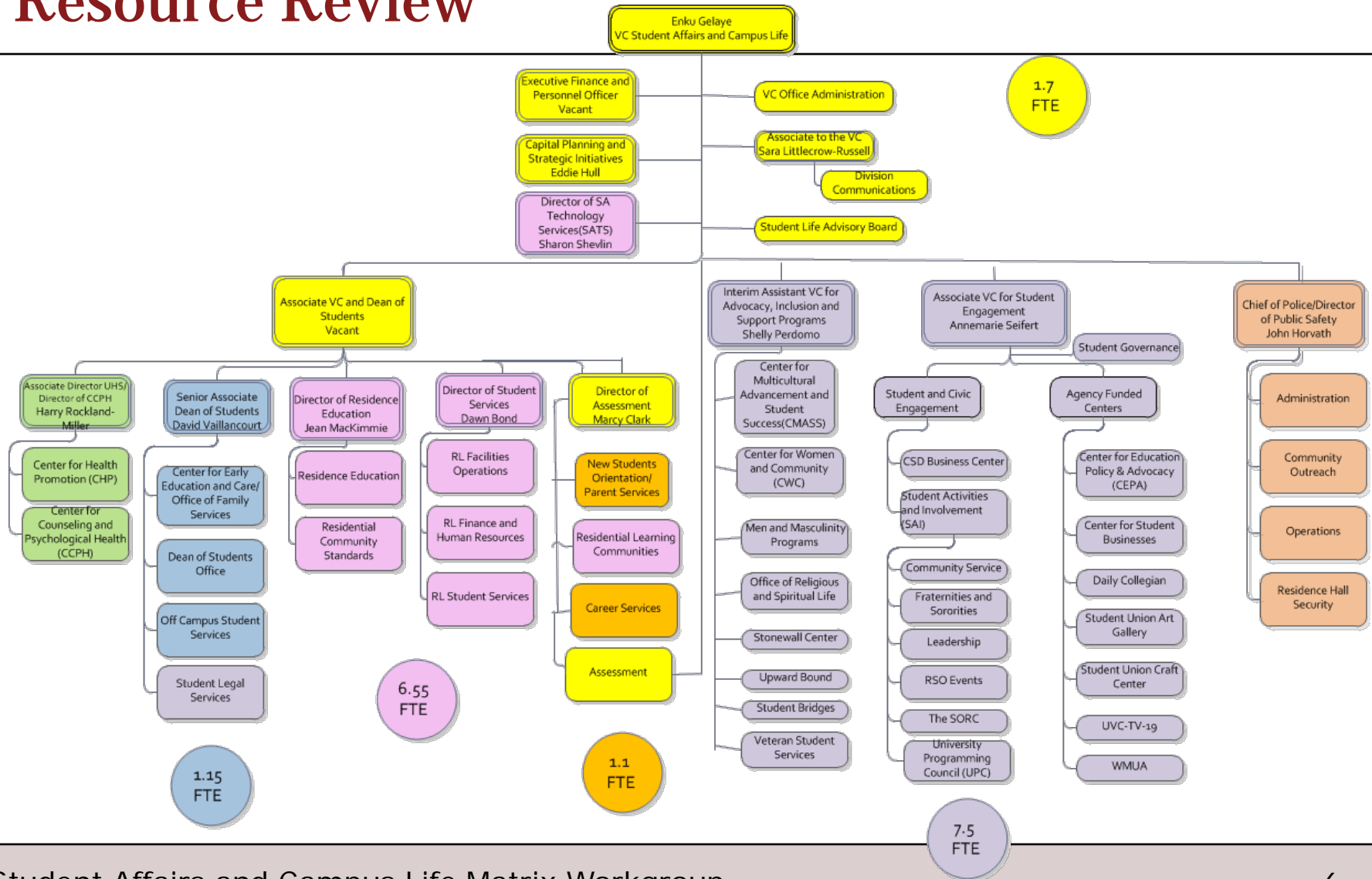
Approach

- **Function & Resource Review - Completed**
 - Identified a list of common SACL business functions. Examples include procurement, accounting, budget support and cash management.
 - Identified and interviewed 25+ staff members who perform business functions to assess the services provided and existing resources available to perform them.

- **Customer Feedback - Completed**
 - Identified and interviewed 20+ business function customers, to look for common themes. For example, what is working and what is not.

- **Data Analysis - In Progress**
 - Collecting and evaluating data to help illustrate the scope and scale of business transactions in the different areas of SACL. For example, how many purchase orders are processed for each area.

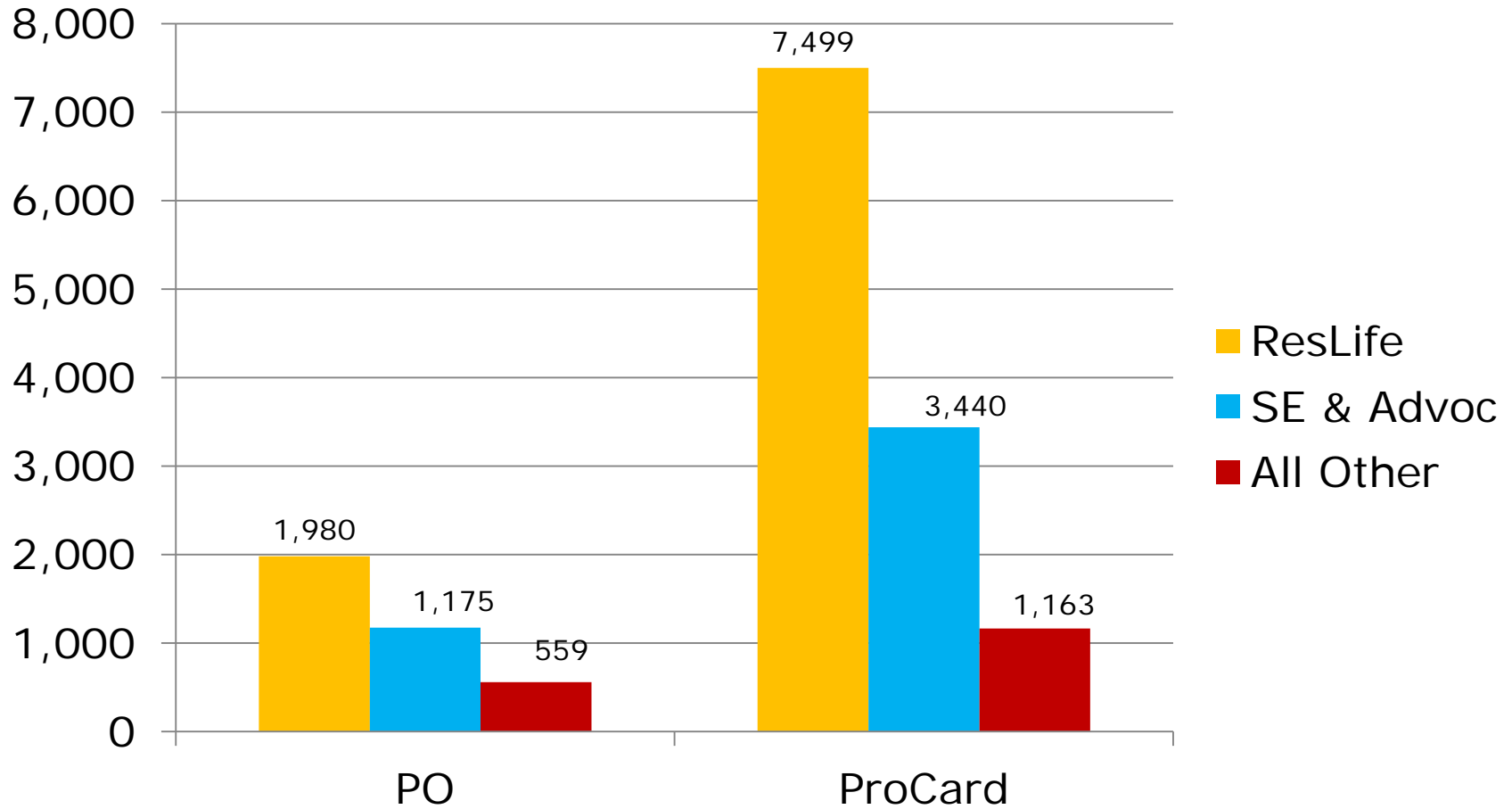
Resource Review



Customer Feedback - Common Themes

- **Examples of “what is working”**
 - Business support staff is knowledgeable and good at problem solving
 - When they exist - written processes/procedures
 - Having specific contacts and defined responsibilities
- **Examples of “what is not working”**
 - Many processes are overly complicated
 - Inconsistencies with training, instruction, process and systems
 - Insufficient written policies/procedures
 - Some transactions take too long
 - Communication (e.g. not knowing status of transactions)

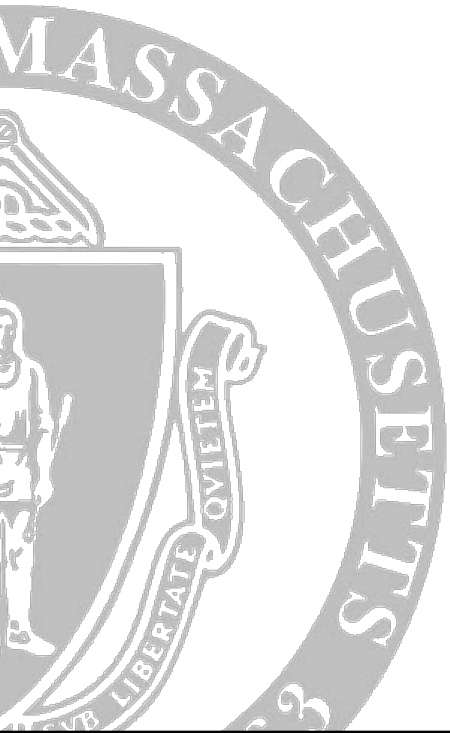
Data Analysis Example: No. of PO's & ProCard Transactions (FY14)



Finance Next Steps

- Complete data analysis – quantitative (PeopleSoft) & qualitative (interviews)
- Generate a list of findings
- Identify preliminary recommendations

Human Resources



Approach

▪ PHASE I

- Identify and prioritize the HR functions for assessment.
- Decide relevant criteria to measure data collection processes.
- Identify employees with HR responsibilities, including backups, for each function.
- Review data to determine consistencies and inconsistencies.

▪ PHASE II

- Review and compare current HR related job descriptions by department.
- Determine HR employees that are already sharing HR services.
- Discuss workload, staffing, procedure problems, and policy concerns.
- Create a master calendar of HR functions to see peaks and valleys in workload by department.

▪ PHASE III

- Identify annual periods/cycles when increased volume of work may require shared approach to completing work in a timely manner.
 - Process will be determined during preparations for roll-out/implementation (March – June).
- Review ongoing changes to current systems by central HR.
- Request feedback from departments regarding HR services.
- Recommend an HR MATRIX formation based on data, findings, and feedback.
- Ensure compliance with central HR policy and procedure.

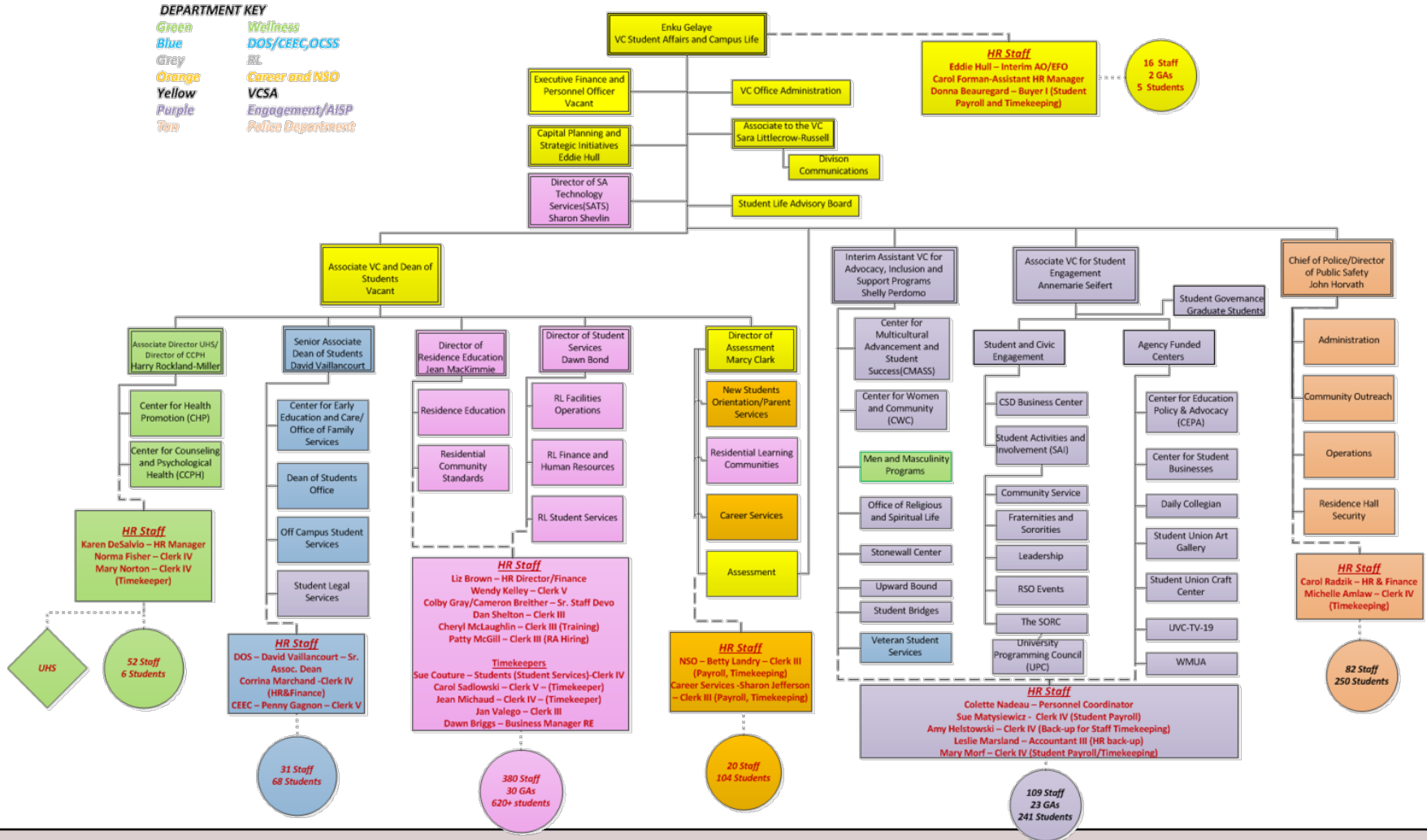
Approach – Human Resources Functions

- 1. Timekeeping**
- 2. Searches & Recruitments**
- 3. Hiring Process**
- 4. On-boarding/Off-boarding**
- 5a. Staff Training**
- 5b. Staff Development**
- 6. Personnel Actions**
- 7. Position Descriptions**
- 8. Performance Review Management**
- 9. Labor Relations**
- 10. Administrative**

Preliminary Findings – Template (Functions)

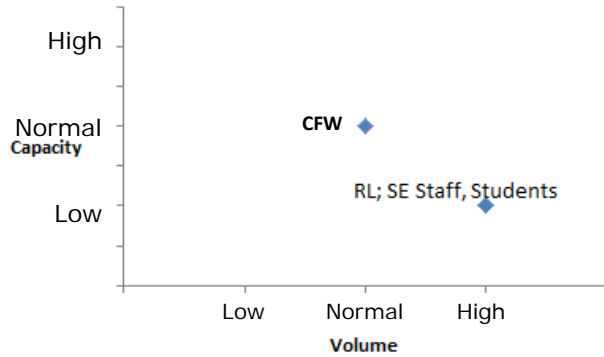
- **MISSION STATEMENT**
- **DEFINITION OF FUNCTION**
- **EVALUATION PROCESS**
- **FINDINGS**
 - Current Landscape:
 - Number:
 - Systems Used:
 - Policies Followed:
- What is working:
 - 1.
 - 2.
 - 3.
- Current Challenges:
(complications; obstacles)
- **NEEDS**
 - 1.
 - 2.
 - 3.

Shared HR Resources

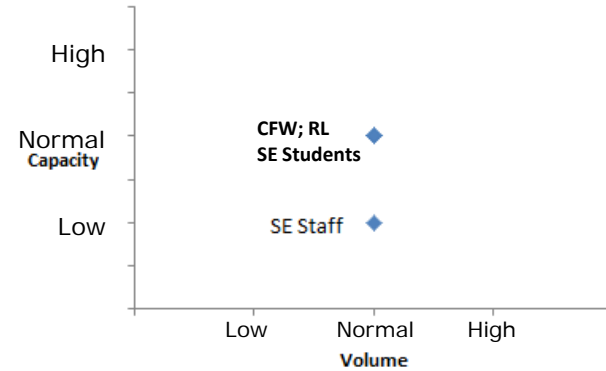


Function Analysis - Example

Timekeeping Fall

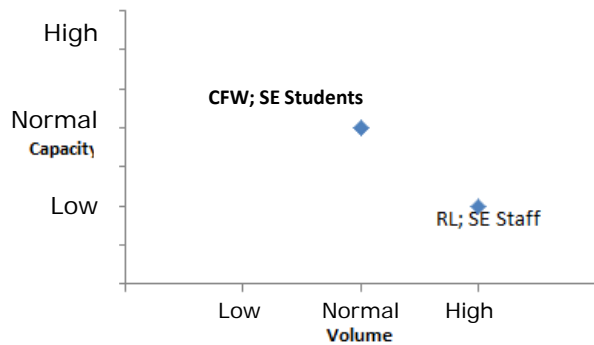


Timekeeping Winter

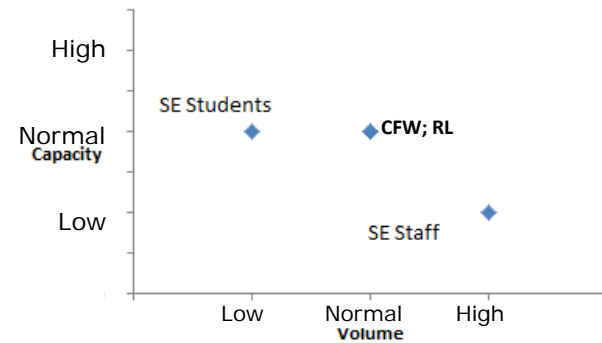


x-axis: volume
y-axis: capacity

Timekeeping Spring



Timekeeping Summer



HR Next Steps

1. Complete analysis of collected data.
2. Review ongoing changes to the current Central HR systems.
3. Request additional feedback from departments regarding HR services.
4. Develop preliminary recommendations.

Next Steps and Timelines

- **By the end of March**
 - *Frame preliminary recommendations regarding related practices, processes and structure*
 - *Review these with SALT, and revise as needed*

- **During April**
 - *Solicit SACL feedback on preliminary recommendations (open meeting)*
 - *Finalize recommendations for SALT approval*

- **April through June**
 - *Prepare for rollout of the SACL Matrix*

- **July 1**
 - *Implement the SACL Matrix*

Questions?

For other questions about the HR Matrix contact:

Carol Forman – cforman@umass.edu

Colette Nadeau – cnadeau@umass.edu

For other questions about the Finance Matrix contact:

Thomas Szumita - tszumita@umass.edu

Liz Brown – lizbrown@umass.edu