



**Human Resources
Strategic Plan
2018-2023**



**HUMAN
RESOURCES**

2021 PROJECT FOCUS



A MESSAGE FROM THE VICE PRESIDENT OF HUMAN RESOURCES

Over the period of five years, Human Resources will strive to deliver exceptional service and resources in an effort to realize our vision of creating a culture where our employees are engaged and empowered.

With the human resources industry gradually becoming less about administrative tasks due to the finessing of technological solutions, the future of HR is more about adding strategic value, enabling us to focus on building and nurturing a University culture that positively impacts employees' lives.

HR serves the University in the unique role of ensuring a positive work environment for both departments AND employees. In order to do this we are committing ourselves to the following strategic focus areas:

GOAL 1: PEOPLE

- Total Rewards
- Improved Service

GOAL 2: OPTIMIZATION

- Collaboration, Process and Documentation

GOAL 3: TECHNOLOGY

- HR Technology and Infrastructure
- Effective Partnering with Central IT

GOAL 4: COMPLIANCE

- Initiatives
- Mandates

The goals and strategies identified in this report are a result of a collaborative effort by the Human Resources leadership team with feedback and input from the HR staff and the Executive Vice President's office. The projects associated with these goals and strategies will continually evolve in ways that best align our support of UNM's goals and the outcomes of President Stokes' strategic planning efforts.

Dorothy T. Anderson
Vice President, Human Resources



WHAT WE STRIVE FOR

MISSION

Deliver exceptional service and resources to make employees' lives better every day.

VISION

Create a culture where our employees are engaged and empowered.

GUIDING PRINCIPLES

FREEDOM OF INQUIRY

We encourage, protect, and respect the exploration of ideas and their free expression.

INTEGRITY

We build trust through transparency, truthfulness, and responsibility.

INCLUSIVENESS AND RESPECT

We thrive in a diverse environment characterized by respectful regard for other persons, recognition of their dignity, and considered use of influence and power.

RESPONSIBILITY TO COMMUNITY

We reflect upon our past, serve our present, and strive to improve our future through thoughtful stewardship of our cultures and environment.

GOAL 1: PEOPLE

First and foremost, HR is about people. We must enhance the quality and consistency of services and resources we provide to the people who work for UNM and the people that work with HR if we are to succeed in creating a culture of engagement and empowerment for an improved overall experience at UNM.

STRATEGIES

- 1.1 Total Rewards: Build upon programs and practices that attract, develop and retain quality employees
- 1.2 Improved Service: Cultivate relationships by providing employees and departments with up-to-date and useful information through consistent and exceptional customer service

2021 PROJECTS

PROJECTS	ACTIONS
Coronavirus Pandemic Planning	<p>COVID-19 Pandemic Planning and Mitigation Strategies Continued</p> <p>- Human Resources continues to provide support for the University Community through issuing policies and guidelines, and providing resources to aid staff with the many situations the university is facing. Below is a list of key initiatives that are being managed by Human Resources during the continuation of the COVID-19 pandemic.</p> <ul style="list-style-type: none">• Employee Support Services and Policies• Communications and Guidance Materials• Compliance and Safety Policies• Systems and Reporting• Return from limited operations planning as needed
HSC and Main Campus Position Classification Review	<p>Evaluation of job-based differences in complexity, nature, and scope between like-positions situated at HSC and Main Campus, with consultation from an external consultant. Development of new/revised classifications to reflect differences identified.</p> <p>Project includes market analysis of positions, analyzing jobs identified with market differences, identifying unique skills and complexity differences; and providing recommendations for changes to current job titles between HSC and Main Campus.</p>

PROJECTS	ACTIONS
<p>Resident Physician Benefit Administration</p>	<p>Currently, UNM is the benefit administrator for approx. 650 Resident Physicians (RPs), split between Benefits & Employee Wellness and Graduate Medical Education Office (GME). Benefits & Employee Wellness provides full administration for dental, vision and FSA plans for RPs and Banner transaction for GME's medical, life and disability plans. GME administers their own self-funded medical plan and separate life and disability policies.</p> <p>Benefits & Employee Wellness has proposed to transition the full administration of RP benefits to the Benefits & Employee Wellness office such that they will be responsible for full administration and oversight of the RP benefits. This transition will also include the payment of medical claims invoices and life and disability premium payments to carriers like currently done for the benefit plans for faculty, staff and students.</p>
<p>Salary Placement & Level 3 Equity- Process Change</p>	<p>Develop and implement enterprise level process and policy changes pertaining to staff salary placement and equity review for new hires, reclassifications, career ladders, and demotions. Changes will also require union discussions.</p> <p>Process changes include a pilot program beginning Jan. 2021 through June 2021. Target implementation date is schedule for July 2021. Pilot will include participation from select units across campus. Participants will provide feedback on process changes.</p> <p>Efforts include tool design, testing/piloting the tool, creating job aides, training and communication, and website updates.</p>





GOAL 1: PEOPLE

2021 PROJECTS (CONTINUED)

PROJECTS	ACTIONS
<p>The Successful Supervisor Pathway training program (formerly Employee Life Cycle)</p>	<p>The Successful Supervisor Pathway is divided into 4 levels with the first two being the core that will give new leaders and supervisors the tools and strategies to be the most effective supervisor/leader they can be. The third and fourth level will dive deeper into tools and advanced leadership skills.</p> <p>The most common issues reported to Employee Relations, HR Client Services, Ombuds Services for Staff and the Office of Compliance, Ethics and Equal Opportunity are conflicts between parties due to: Communication skills, respect/treatment, not understanding policies, departmental climate, and work-related stress. Courses have been selected for this pathway that address these issues. The pathway is appropriate for a new supervisor as well as a refresher for current supervisors.</p> <p>Goal: Develop and implement a new and updated version of the Employee Life Cycle supervisor training (later deemed The Successful Supervisor Pathway). The new offering will be developed as a blended course, utilizing online modules for pre-work and improving effectiveness of the in-person class by tailoring content to participants and integrating ample time for discussion and questions.</p>
<p>Voluntary Retirement Incentive Option (VRIO)</p>	<p>The University of New Mexico is offering a special opportunity to eligible faculty and staff (non-HSC) who choose to retire in accordance with the terms and conditions of the 2020 VRIO program with retirement option dates extending to Jan. 31, 2021.</p> <p>The program provides an incentive payment to retiring individuals that is designed to ultimately achieve a cost savings for the University. Similar to other universities, UNM is experiencing budget cuts and expects future reductions in spending due to the economic impact of the Coronavirus pandemic.</p>

GOAL 2: OPTIMIZATION

Optimize the HR Division by increasing internal collaboration, evolving our organization structure and refining our business processes to allow us to focus less on red tape and more on helping UNM departments and employees get their jobs done more effectively.

STRATEGIES

2.1 Collaboration, Process and Documentation: Enhance collaboration across HR departments and reduce duplication through the review, refinement and documentation of internal business processes

2021 PROJECTS

PROJECTS	ACTIONS
Graduate Student Transactional Processing Transfer	<p>The division of Human Resources and Graduate Studies have begun discussions for the transition of transactional processing of graduate contracts and employment personnel actions. The transition of these business activities will reduce operational duplication and increase institutional efficiencies by streamlining processes and procedures; therefore, reducing labor costs.</p> <ul style="list-style-type: none">• Transition Planning: List of personnel duties, copies of SOPs, update website and train Client Services HR Transaction Center personnel on graduate classifications.• Communication: Meet with college Academic Officers, provide notice of transition, transfer notices to Graduate Student personnel.• Labor Costs



GOAL 3: TECHNOLOGY

Employ technology to improve efficiency within HR and to increase employee satisfaction and success across campus.

STRATEGIES

- 3.1 HR Technology and Infrastructure: Deploy technical solutions within our sphere of authority to enhance HR department effectiveness
- 3.2 Effective Partnering Across Campus: Leverage relationships and expertise with departments across campus to implement and improve enterprise applications, systems and processes

2021 PROJECTS

PROJECTS	ACTIONS
Centralizing Education and Experience: Phase 1- Build Application in APEX	Develop system module to capture and maintain job-related education and relevant experience for all staff employees including aging the data and incorporating methodology for calculating relevant experience. As a first step, the module will initially pull in data from the clearing house. This effort will enhance the users experience for the purposes of salary placement and managing equity at the Level 3 organization and ideally feed into the Salary Placement & Equity Tool (SPET).
Salary Placement & Equity Tool (SPET) for Level 3	A salary placement and equity application tool, SPET, is being developed by HR Information Technologies and will be used by participating departments to assist with making salary placement and equity decisions. Modifications and enhancements to the tool are anticipated throughout the pilot program and implementation. The tool will be instrumental in assisting departments with the anticipated guideline changes related to staff salary placement and equity approach, and will aid departments and HR in making informed salary placement decisions.



GOAL 4: COMPLIANCE

Embrace HR's role in an effective university-wide compliance program while responding with agility to new challenges and requirements.

STRATEGIES

- 4.1 Initiatives: Adopt best practices across the Division to effectively support employees, manage risk and control cost
- 4.2 Mandates: Implement new obligations in a forward-looking manner that promotes an environment of ethics and compliance while balancing efficiency and effectiveness

2021 PROJECTS

PROJECTS	ACTIONS
FMLA Process Change Implementation	Per the Family Medical Leave Act (FMLA) Assessment conducted in 2019, Benefits & Employee Wellness will rework the FMLA tracking process such that it is managed centrally, rather than by the departments. Banner will likely be used as the official tracking system, and policy and process documentation may need to be updated to comply with the new process. The first phase of this project for CY 2021 will focus on staff and possibly Resident Physicians. Centralizing faculty FMLA procedures will be evaluated in CY 2022 as a possible second phase.
Minimum Wage Response Plan and Salary Structure Review - 2021 <i>Multi-year project - Implementation 2021-2023</i>	Year 1 - Evaluate cost and impact for 2021. Due to changes to the State minimum wage, we will evaluate impact and propose a plan to address the changes. Upon leadership approval, implement changes. Project includes cost analysis, working with impacted departments, broad communication, employee notifications, system updates, salary structure review, etc. Evaluation to begin July 1, 2019 and will be implemented Jan. 1, 2021. Additionally, modifications to the staff salary structure will be made based on movement to minimum ranges and in efforts to maintain midpoint relationships. Recommendations made by Huron (external consultant) will be considered in the salary structure changes for all years.



GOAL 4: COMPLIANCE

2021 PROJECTS (CONTINUED)

PROJECTS	ACTIONS
<p>Minimum Wage Response Plan and Salary Structure Review - 2022 <i>Multi-year project - Implementation 2021-2023</i></p>	<p>Year 2 - Evaluate cost and impact for 2022. Due to changes to the State minimum wage, we will evaluate impact and propose a plan to address the changes. Upon leadership approval, implement changes. Project includes cost analysis, working with impacted departments, broad communication, employee notifications, system updates, salary structure review, and more. Evaluation to begin Jan. 1, 2021 and will be implemented Jan. 1, 2022.</p> <p>Additionally, modifications to the staff salary structure will be made based on movement to minimum ranges and in efforts to maintain midpoint relationships. Recommendations made by Huron (external consultant) will be considered in the salary structure changes for all years.</p>



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