To: Members of the System Human Resources Council

From: Jim McGrail, Chief Human Resources Officer, USNH

Subject: September 6, 2018 meeting

Meeting is scheduled for September 6, 2018
9:30 a.m. – 11:30 a.m. at The Common Man, Concord (1st floor)

AGENDA

1. Charter Review and Election of Co-Chairs Attachment One

2. Approval of 5/17/18 Meeting Minutes Attachment Two

3. Systems Update
   • ERP
   • Knowledge Base
   • Onboarding
   • Benefits Express

4. Human Resources Update Attachment Three
   • Payroll Cycle
   • Time & Leave Management (RFP)
   • Communication Timeline

5. Open Enrollment Update

6. Annual Retirement Panel
Karen Crawford  
Bob Dumond  
Jeff Maher  
Caryn Ines  
Karen Schaffner  
Jennifer Smith  
Dave Carpentiere  
Nina Domina  
Katrina Boyajian, Co-Chair  
Anne DuBois  
Maggie Hyndman  
Crystal Bixby  
Jeffrey Day  
Kathy Neils  
Sari Bennett  
Janice Pierson  
Valerie LeBrun, Co-Chair  
Gabriela Bradt  
Patricia Eckard  
Stephanie Clarke  
Curt Grimm  
James McGrail  

Executive Secretary (non-voting)

In the event of inclement weather, please check for an email from Lauren prior to two hours before the meeting.

Non-Member Distribution:

Todd Leach, Chancellor  
Melinda Treadwell, President  
Donald Birx, President  
James Dean, President  
Mark Rubinstein, President  
Pat McCabe  
Pat Rooney  
Lauren Dews  
Susan Poole  
Marc Fournier

Karen Crawford   KSC   karen.crawford@keene.edu  
Bob Dumond   KSC   rdumond@keene.edu  
Jeff Maher   KSC   jeffrey.maher@keene.edu  
Caryn Ines   PSU   clines1@mail.plymouth.edu  
Karen Schaffner   PSU   kjschaffner@plymouth.edu  
Jennifer Smith   PSU   jmsmith10@plymouth.edu  
Dave Carpentiere   PSU   davec@plymouth.edu  
Nina Domina   PSU   nldomina@plymouth.edu  
Katrina Boyajian, Co-Chair   USNH   katrina.boyajian@usnh.edu  
Anne DuBois   GSC   anne.dubois@granite.edu  
Maggie Hyndman   GSC   maggie.hyndman@granite.edu  
Crystal Bixby   GSC   crystal.bixby@granite.edu  
Jeffrey Day   GSC   jeffrey.day@granite.edu  
Kathy Neils   UNH   kathleen.neils@unh.edu  
Sari Bennett   UNH   sari.bennett@unh.edu  
Janice Pierson   UNH   janice.pierson@unh.edu  
Valerie LeBrun, Co-Chair   UNH   valerie.lebrun@unh.edu  
Gabriela Bradt   UNH   gabriele.bradt@unh.edu  
Patricia Eckard   UNH   pat.eckard@unh.edu  
Stephanie Clarke   UNH   stephanie.clarke@unh.edu  
Curt Grimm   UNH   curt.grimm@unh.edu  
James McGrail   USNH   james.mcgrail@usnh.edu  

Todd Leach, Chancellor   USNH   chancellor@usnh.unh.edu  
Melinda Treadwell, President   KSC   melinda.treadwell@keene.edu  
Donald Birx, President   PSU   dlbirx@plymouth.edu  
James Dean, President   UNH   james.dean@unh.edu  
Mark Rubinstein, President   GSC   mark.rubinstein@granite.edu  
Pat McCabe   UNH   patricia.mccabe@unh.edu  
Pat Rooney   UNH   patricia.rooney@unh.edu  
Lauren Dews   USNH   lauren.dews@usnh.edu  
Susan Poole   USNH   susan.poole@usnh.edu  
Marc Fournier   USNH   marc.fournier@usnh.edu
System Human Resources Council (SHRC)
Membership and Responsibilities

Responsibilities
To serve in an advisory capacity to the Human Resources Executive Committee (HREC) for the review, recommendations, discussion of human resources initiatives, policies and programs which are to be implemented on a system-wide basis. The SHRC assists with the communication, education, and promotion of initiatives, policies and programs that will benefit the employees affected by said initiatives and the University System of New Hampshire.

Membership
Voting membership is composed of one non-union representative from each status employee group per campus.

The USNH Chief Human Resource Officer shall be the Executive Secretary. USNH Human Resource office will designate a recorder who will hold ex-officio status. Human Resource administrators/appointed designee from GSC, KSC, PSU, UNH and USNH are welcome to attend all meetings and will hold ex-officio status. Each campus constituency group may designate an alternate representative who is welcome to attend all meetings, however, they may only vote in the absence of the voting member.

Process
- The SHRC will meet a minimum of four times annually and as needed to fulfill the mission and intent of the council. SHRC will convene no later than September of each fiscal year with target months: September and November, and, a minimum of two meetings between January and June.
- Campus constituency groups shall elect SHRC representatives and determine terms of service.
- The Council shall appoint a Chairperson and Vice-Chairperson to serve annually.
- Informational items will be issued at each meeting for dissemination on the campuses.
- Items including recommended initiatives and issues may be brought through campus councils to campus HR Director and/or campus SHRC representative.
- Constituency groups may bring agenda items to the Chair/Vice-Chair while keeping their campus Human Resource organization apprised of the topic.
- Guest speakers may attend at the council’s discretion and as the agenda requires.
- Meeting minutes will be kept on file in the System HR office.

Goals
- To insure timely communication of issues at institutions as well as USNH.
- To foster transparency in the promotion of ongoing and changing initiatives, policies and programs within USNH.
Governance Diagram

Board of Trustees

Administrative Board
( Presidents and Chancellor)

Human Resources Executive Council*

System Personnel Policy Council  Campus Human Resources Offices

Campus Councils

*Inter-council collaboration as appropriate with Finance and IT
1. The meeting was called to order at 9:30 a.m. by Chair LeBrun, and the minutes of the February 23, 2018 meeting were approved with the added notation of the Council’s desire for an expanded Open Enrollment period and additional spacing out of distributed materials, where possible.

2. **Budget & Finance Presentation**

Cathy Provencher delivered a presentation on USNH Budgeting and Finances, and how they pertain to the Higher Education Market. Points of interest included National Demographics, New Hampshire Demographics, Regional Demographics, Higher Education Demand Index (HEDI), Market Characteristics, and Cost containment, Market Share, and Retention. Cathy also provided highlights of the USNH BOT Approval of Annual Budgets:

- Both operating and capital budgets by campus and for the entire system are approved by the Board in June before start of fiscal year.
- Campuses and the system are expected to develop budgets within the parameters approved by the Board in January of each year. Parameters are generally articulated after the retreat in September and generally do not change significantly from one year to the next.
- Budgets are approved at a very high level by the Board. Campuses have very broad authority to work within those high level approved budgets.

3. **HR Roadmap Presentation**

Jim provided SHRC with an overview of 2017 HR accomplishments and high-level activities planned for 2018, along with an overview of upcoming changes to handle payroll efficiencies, compensation and benefits benchmarking, time and leave management and 2018/2019 communication strategy and timing. This “HR Roadmap” was developed with the following goals in mind:

- Identify or reaffirm areas of common interest, activity and importance across the System
- Use HR resources within each institution and across the System efficiently
- Simplify administration
- Prioritize near- and long-term HR initiatives
- Identify ways to improve HR service
- Identify any compliance concerns and update accordingly

These goals were/are determined guided by identified principles:

- Provide approaches that are fair, equitable and best in class for all employees
- Give employees more control over their well-being (personal, financial, physical)
- Support individual accountability and decision-making
- Modernize programs and services to meet workforce needs, today and into the future
- Be fiscally responsible (emphasizing greater cost predictability for organization and individual)
- Offer solutions that are administratively simple and efficient

The review was inspired by an employee-led taskforce that advocated for changes in the USNH leave programs. Benchmarking efforts were performed over the better part of two years to help develop future program recommendations, with the understanding that collective bargaining groups/agreements will still need to be negotiated.
4. **HR Updates**

Amanda noted that the implementation of the Banner 9 upgrade is proceeding, as planned. Go-Live should occur in October, with training set to begin in August.

There are two RFP finalists under review for the new Benefits Administration tool, which will result in improved design and use by employees, as well as significant administrative efficiencies.

5. **Annual Retirement Panel**

Annual Retirement panels with Fidelity and TIAA will occur on each campus offering resources and information for USNH employees who are near to, or thinking about, retirement. SHRC Reps were asked to solicit helpful topics of interest that could be incorporated into the panel discussions with employees.

6. **SHRC Talking Points**

Talking Points about the upcoming initiatives and this meeting’s debrief document will be sent to SHRC Reps by May 24th. This information may be used as guiding principles when in discussion with campus councils, and as general reference material.

*The Council adjourned at 11:30 a.m.*
SHRC – Human Resources Update

May 17th, 2018

Talking Points

HREC continues to focus on ten areas of ongoing, mutual influence which we refer to as the HR Strategy Roadmap:

- HR Information System
- HR Policies & Procedures
- Diversity and Inclusion
- Labor Relations
- Recruiting, Staffing and Onboarding
- Talent Management
- Compensation
- Training
- HR Communication
- Benefits

Principles that guide our work include:

- Provide approaches that are fair, equitable and best in class for all employees
- Give employees more control over their well-being (personal, financial, physical)
- Support individual accountability and decision-making
- Modernize programs and services to meet workforce needs, today and into the future
- Be fiscally responsible (emphasizing greater cost predictability for organization and individual)
- Offer solutions that are administratively simple and efficient

While the prior couple of years had a major focus on Health and Wellness benefits, the primary focus for 2019 will be on Time and Leave Management:

- High-level approval for new leave program and prerequisite time tracking system and payroll change
  - 1% - 6% savings in total payroll, through increased productivity, streamlined processes and greater adherence to time policies
  - $.4 - $1.5 million estimated annual cost depending on vendor
  - Estimated ROI range of 10:1 to 2.7:1

- Implementation of consistent payroll cycle across the system for all employees
  - Administratively efficient
  - Pays everyone based on actual time worked (rather than in advance)
  - Allows staff to focus on more strategic work vs. administrative complexity

- New time and leave program, including new time tracking capabilities
  - Equitable, fair and best in class
  - Reduces untracked absenteeism
  - Enhances perceived value through increased transparency
  - Increased individual accountability

Q1 2018 | Q1 2019 | 7/1/19
New Leave Program

Today’s Approach

- Provides different benefits to different groups of employees
- Perceived as Unfair or Inequitable
- Doesn’t adequately address needs of current or future workforce
- Difficult to understand
- Difficult to track and monitor use and abuses
- May unintentionally encourage wrong behaviors

New Approach

- Provides program that is fair for all employees
- Addresses the needs of current and future workforce
- Improves value through greater transparency and communication
- Modernizes time tracking system and capabilities
- Simplified and easier to understand

Payroll Cycle Change

- The HREC, in conjunction with USNH HR, Payroll and Finance, recommended combining our two payroll processing cycles into one payroll processing cycle.
  - Equitable treatment of employees
  - Improve accuracy of Exempt (salary) employee payroll processing
  - Improve efficiency of payroll processing
  - Improve future implementation of a new HR systems such as new benefits administration platform and new time and attendance system
- Work team comprised of system-wide payroll and HR staff tasked with finalizing approach and implementation plan in coordination with leave and time management projects
- Development of comprehensive communication plan

New Time and Attendance System

- Standardize time tracking and leave management across USNH by adopting consistent policies and supporting software
- By moving to a standardized tool, USNH will more accurately track work hours, attendance and leave utilization
- Better controls on time and leave should result in savings to each campus, as well as improved reporting to manage absenteeism
- Savings gained through improved productivity, streamlined processes, and adherence to internal and external policies
- Return on investment (ROI) is projected, but will vary based on savings achieved and solution implemented