

University of Maine System
Board of Trustees Meeting

Zoom Meeting
February 27, 2023

Human Resources & Labor Relations Committee Meeting

Present: **Committee Members:** Beth Dobson, Chair; Patrick Flood, David MacMahon, Michael Michaud and Trish Riley. **Presidents:** Joan Ferrini-Mundy. **Staff:** Ellen Doughty, Carolyn Dorsey, Jeff St. John, Ryan Low, Paul Chan and Judy Ryan. **Others:** Susan Cameron and Ria DeMay.

Absent: Lisa Eames and Donna Loring.

Trustee Dobson, Chair, welcomed everyone and called the meeting to order. The Clerk performed a roll call of the Committee members present.

Executive Session

On a motion by Trustee Michaud, which was seconded by Trustee Riley, and approved by a roll call vote of all Trustees present, the Human Resources & Labor Relations Committee agreed to go into Executive Session under the provisions of:

- 1 MRSA Section 405 6-A to discuss the evaluation of personnel and the consideration and discussion of appointments, evaluations, employment and duties.
- 1 MRSA Section 405 6-D to discuss planning for negotiations and communications with AFUM, UMPA, ACSUM, Police, PATFA, and Service and Maintenance Units.

On a motion by Trustee Riley, which was seconded by Trustee MacMahon, and approved by a roll call vote of all Trustees present, the Human Resources & Labor Relations Committee concluded the Executive Session.

At the conclusion of the Executive Session, the following agenda items were discussed.

UMS Hiring Policies & Procedures Review Update

Interim Vice Chancellor for Strategic Initiatives Carolyn Dorsey provided an update on the UMS Hiring Policies and Procedures Review. She provided a summary of a couple of key areas of the draft report that was included in the meeting materials. The UMS HR department currently consists of 59 employees who are responsible either directly or tangentially for recruitment and retention of the System's 4,749 employees working across the state. While the total number of UMS employees has remained steady, the number of HR employees has decreased from 72 in 2015 to 59 in 2023 (a 16.4 percent decrease). In addition, it is important to note that the number of searches per year has gone from 737 in 2015 to 1,700 in 2022. Since the recruitment efforts of campuses and UMS HR are decentralized, a high level of communication and collaboration has developed between centralized HR services that maintain the software used in recruitment and the campus HR departments. Over time, UMS HR and campus teams have created and distributed a recruitment process to meet the needs of UMS universities and internal and external applicants.

Methodology

Conducting the work was a review committee led by Interim Chief Human Resources Officer Judy Ryan. The committee members included representatives from large and small campuses, University of Maine System staff internal and external to Human Resources (HR). The committee requested and

reviewed information on hiring practices for faculty, staff, and executive positions from all seven universities and the law school, the various university center locations and the UMS. The methodology used included:

- Evaluation of current hiring practices at the University of Maine System and all its campus locations for all types of searches.
- Review of relevant state and federal laws that govern hiring practices.
- Interviews with internal stakeholders.
- Interviews with colleagues at the following peer institutions and review of their publicly available information.
- Analysis of information gathered and identification of opportunities.
- Development of recommendations.

Findings

Vice Chancellor Dorsey summarized the findings from the review, which are listed below.

1. Upon review, UMS HR hiring and recruitment has appropriate procedures in place to conduct successful hiring and recruitment searches, but they are not followed consistently with each search.
2. Upon review of peer institutions and a review of past UMS HR hiring and recruitment practices, that also includes Executive Employment, UMS HR is under-resourced and could benefit from additional staffing and funding.
3. The current application process that UMS HR utilizes for all hiring does not call for the applicant to self-disclose any information relevant to the successful outcome of a search, to include disclosure of prior investigations or votes of no confidence.
4. Current UMS HR hiring procedures are currently not available or easily accessible in UMS Administrative Practice Letters (APLs).
5. All UMS HR hiring policies and practices within the recruitment software HireTouch and UMS HR public webpage are unorganized and inaccessible to many who use the platform. This includes documents and policies that pertain to the Board of Trustees and governance from collective bargaining agreements (CBAs).
6. UMS HR has developed a robust collection of templates, step-by-step instructions, and best practice documents (such as a template providing appropriate interview questions) that provide a qualitative experience both for the candidate and the search committee member.

Recommendations

The following recommendations were outlined in the draft report:

1. A final review of the Board of Trustee and HR recruitment and hiring policies and procedures will be completed. All information pertaining to HR services will be made accessible and available on the public UMS HR website. This will include transitioning Employee Relations Letters (ERLs) to Administrative Practice Letters (APLs) including any governance pertaining to Collective Bargaining Agreements (CBAs).
2. Develop a disclosure form for applicants that will be required for an application to be considered complete. This form will include questions regarding involvement in prior investigations of sexual assault/violence, votes of no confidence, other behavior misconduct and previous investigations or actions taken towards dismissal or reprimand.
3. All search committee members will be required to sign a confidentiality form and complete search training provided by the UMS Equal Opportunity (EO) Office prior to serving on search committees.

4. All templates, instructions and best practice documents will be made fully available to all search committee members and chairs through the hiring and recruitment software HireTouch as well as through the UMS EO Office prior to the completion of search committee training.
5. Prior to an offer being presented to a final candidate either the CHRO or designated HR team member will meet with the search committee chair to review the search committees process and documentation to ensure that all requirements are completed and compliant.
6. The Chief Human Resources Officer (CHRO) or designated HR team member will manage and track the change processes required of this review to ensure they are met in a timely manner.

Based on the above recommendations, Vice Chancellor Dorsey presented the following organizational and staffing options for consideration:

Option 1:

Adopt the policies, procedures, and accountability measures recommended above and evaluate current staffing shortfalls that will be needed to maintain these new recommendations. Maintain Executive Employment outside of the UMS HR office. OR

Option 2:

Adopt the policies, procedures, and accountability measures recommended above and reassign Executive Employment to UMS HR with appropriate staff. OR

Option 3:

Adopt all recommendations listed above AND centralize all recruitment and hiring policies, procedures, staffing, and organization into a new UMS HR department with appropriate staff.

Upon completion of this review, the University of Maine System Human Resources Office will continue to review additional aspects of the employee life cycle will include: onboarding and orientation, separations and terminations and salary increases for employees in Management Group positions

Following Vice Chancellor Dorsey's review of the draft report, the Committee asked clarifying questions and discussed next steps.

Additional information about the meeting can be found on the Board of Trustees website:

<https://www.maine.edu/board-of-trustees/meeting-agendas-materials/human-resources-and-labor-relations/>

Adjournment

Ellen N. Doughty, Clerk