

human resources

News of the UMass Medical School Department of Human Resources

Sustaining growth and innovation

UMass Medical School is growing in complexity and scope, with future growth anticipated. We are moving into areas of clinical and translational research and expanding our facilities throughout Massachusetts. Our employees and our business are becoming more distributed across various geographies. When a new Dean of the School of Medicine is appointed, growth will continue to be a certain and welcome part of our future.

To support the institution's expansion, HR initiated an internal change process and, in less than two years, systematically improved services resulting in a more streamlined way to deliver the best support to faculty and staff. These improvements are imperative for HR to meet the challenges of our changing landscape and ensure preparation for what lies ahead. I'm grateful to those of you who have let us know that you see the difference we are making.

In this edition of *Focus on Human Resources*, you'll read about how we are supporting employees to prepare for growth and innovation. We are develop-

ing new processes for recruitment, cultural acclimation and skill development. We have added the role of Work-Life Manager. We talk to employees who are departing for new opportunities to create "ambassadors" who can attest to UMMS as a great place to work. We are collaborating with the Diversity and Equal Opportunity Office to recruit and engage diverse, talented people. And our HR consultants are working with numerous managers to develop their staffs and their organization to better achieve their goals.

As we continue to develop our services with our experienced team of HR



"We count on you
to let us know how we are doing and how we can support our continuing growth in areas of research, education and public service."

— Joanne Derr
Associate Vice Chancellor

professionals, we count on you to let us know how we are doing and how we can support our continuing growth in areas of research, education and public service. ■

Expertise close to the customer

A team of HR consultants are individually assigned to specific business units to partner with clients providing support for employee-related challenges. Each consultant has at least 10 years of HR management experience, which allows them to bring best practices in performance management, change management, coaching and employee relations expertise to their clients.

Because the consultants support specific departments and organizations, they have a better understanding of the operational demands, unique missions and business needs of their clients. They are able to act as advocates and confidential advisors for both managers and

employees, ensuring that the interests of their clients are represented as HR plans initiatives and shapes policy. The HR consultant model will continue to be refined as we better understand how to meet the needs of our clients and streamline service. ■

□ To learn more about your department's HR consultant, visit inside.umassmed.edu/hr.



Human Resources consultants clockwise from top left: Lou Scrima, Karin Fitch, Catherine Parker, Ethan Mutschler, Susan Walker, Ellen Jane Foley and Jody Nosiglia

Teams help recruit and retain top talent

Specialized Human Resources teams are responsible for building the workforce at UMMS and are essential to fulfilling the institution's mission of recruiting and retaining a diverse and talented group of employees that mirrors the demographics of Massachusetts.

The process of attracting qualified candidates begins with the development of a recruitment plan, a joint endeavor of the hiring manager and the HR employment specialist. A recruitment plan ensures that a job posting accurately reflects the desired applicant qualifications and that the position is posted in appropriate print publications and on Web sites and key local community and professional groups are contacted.

When résumés and applications

come in, the HR employment specialists assist the hiring manager in screening candidates by telephone, personal interview and, when appropriate, computer competency testing.

The Compensation and Benefits teams step in after recruiting is complete. Candidates' compensation is based on the ongoing research that these teams have undertaken behind the scenes. Continuous tracking and benchmarking of positions at similar

institutions ensures that UMMS can recruit, retain and reward a highly qualified and diverse workforce. Benchmarking is combined with analysis of internal equity—making certain that similar jobs held by equally qualified individuals are compensated equitably.

The work of these teams continues after the hiring process is over. Within 30 days of start date, employment specialists contact each new employee to ensure that things are going well. New employees also receive a *First Impression* questionnaire so that HR can collect feedback and continuously improve on the recruiting process. ■

The HR Information Systems Group

With increasing emphasis on effective management of data to improve service and develop strategy, the HRIS group plays a vital role at UMMS as the hub for managing data across all of the UMMS business units and serves as a resource for employees, government agencies, benefits providers and others who require up-to-date human resources data.

Fostering leadership and development in a growing organization

Commonwealth Medicine has unique workforce requirements, so the Workforce Planning and Leadership Development (WPLD) team was formed three years ago to collaborate with UMMS Human Resources to meet those needs. With the goal of *promoting a culture of high performance and continual learning*, the WPLD team focuses on assimilating new employees into the organization, creating a sense of common culture and supporting leaders in their own professional development. As CWM grows in scope and complexity, the WPLD team has launched several initiatives to build a strong goal-oriented environment that leverages CWM people and programs.

New employee programs include a luncheon—sponsored by the CWM executive team—where employees learn about the mission, vision, values, business lines, history and organizational structure, and a comprehensive Leadership Assimilation Program that provides new leaders in-depth information about the meaning of leadership in the CWM culture.

Investment in our leaders is a top

priority. The WPLD team offers both general and customized services designed to help CWM leaders continue to meet the challenges of a growing organization. The team provides team building, process improvement and organizational redesign support. Individual leaders can take advantage of the comprehensive 360-degree feedback and coaching sessions, as well as situational management training. ■



The Commonwealth Medicine Workforce Planning and Development team, from left to right: Workforce Development Specialist Kristin Mullins, Project Assistant Deb Martin and Director of Workforce Planning and Leadership Development Tracy Burns-Martin.

Not your average ‘personnel’ department

The depth of experience that characterizes the Human Resources senior leadership team is essential to an institution as richly complex as UMMS.

Joanne Derr, whose expertise is in organizational development, performance management, mergers and acquisitions, and executive coaching, has been a senior HR leader in high technology for the past 21 years, with previous experience in state social services. **Carol Dugard** has built her invaluable capabilities in HR system and data management in her seven years at UMMS and 18 years in high tech. **Phil Kerr** specialized in human resources management in the health

care industry for more than 30 years before coming to UMMS. **Tracy Burns-Martin**, an expert in succession planning, performance, new hire assimilation and organizational redesign, worked in fields ranging from publishing to banking to beverage manufacturing and sales, while **Lou Scrima** has worked as an attorney specializing in public sector labor and employee relations and collective bargaining for 30 years. **Rich Maguire**, who specializes in training, work

process design, change management and strategic planning, has consulted broadly for the U.S. military and international corporations and has been a senior academic administrator.

This accomplished team goes well

beyond the old “personnel” model to ensure that high caliber HR programs and services are delivered while also offering expert consulting to support UMMS managers to reach their departments’ goals. ■

Performance management

Through the combined efforts of a team comprised of HR professionals from Massachusetts Biologic Laboratories, Commonwealth Medicine, and central HR, UMMS has launched SuccessFactors, a software program designed to automate the existing performance appraisal process and allow managers and employees to set goals and monitor year-round progress toward hitting key developmental targets. The data derived from the system will help employees better align their own professional development objectives with their manager’s goals and

departmental objectives.

The Massachusetts Biologic Laboratories will pilot SuccessFactors, tailoring the software to work seamlessly with the MBL’s existing goal setting and performance management model. Commonwealth Medicine will also test the program by adapting it to its newly implemented strategic planning process. The performance appraisal process for the rest of UMMS will move to the interactive Web-based model over the next three years, adding features as users become familiar with the tool. ■

Workplace learning

This year, Human Resources begins a new phase in developing a comprehensive workplace learning curriculum for UMass Medical School. Complementing courses already available through the Workplace Learning and Performance Group (WPLG), new offerings will focus on strengthening core competencies, counseling and emerging departmental needs. WPLG is partnering with HR consultants and managers to meet specific development needs and use institutional data to predict future organizational development priorities.

HR is currently working with Academic Administrators, Facilities, the Commonwealth Medicine Leadership Development team and Campus Services to provide “just in time” training and development for groups that are in cycles of continuous improvement and growth.

New partnerships with other institutions are creating additional opportunities for learning. The Workplace Learning Education Partnership with

Clark University offers UMMS employees who wish to pursue advanced degrees substantially reduced tuition and increased access to master’s degree programs in information technology, public administration and professional communication—areas critical to the UMMS mission. This initiative will be expanded to include additional graduate and undergraduate programs at various universities and colleges. ■

Supporting a global workplace

More than 60 countries are represented in the UMass Medical School community. The International Students and Scholars Office (ISSO) plays an important role in supporting the ability of UMMS to recruit and retain top students and professionals from around the world and helps enrich the campus community through diversity. ISSO provides expert guidance on immigration procedures as well as living, studying and working in the United States to the more than 500 post-doctoral research associates, faculty, residents and other international students and scholars at UMMS every year.

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