Business Challenge

UMUC operates in a highly competitive and volatile global business environment. UMUC’s competition typically comes from for-profit universities and other private sector businesses. These competitors are highly agile and have the ability to respond to market changes in a quick and efficient manner.
Background, Research, and Benchmarking

February 13, 2015: Approval from Board of Regents to develop policies

February–June 2015: HR Business Model Steering Committee researched 24 Best in Class Organizations
- Across eight industries
- 18 of Fortune’s “100 Best Companies to Work For”

June–August 2015: Conducted site visits with seven best-in-class organizations
- Cornell University, FutureCare, Marriott International, Navy Federal Credit Union, Southern New Hampshire University, Southwest Airlines, and USAA

August–December 2015: Shared findings and proposed solutions with UMUC Executive Committee

Policy Development

February 2016–January 2017
- Proposed policies created using University System of Maryland (USM) Policies as baseline
- Extensive review by internal and external stakeholders
  - UMUC subject matter experts
  - UMUC Global Staff Advisory Council
  - UMUC Academic Advisory Board
  - UMUC Office of Legal Affairs
  - UMUC staff and faculty community
  - State of Maryland Office of the Attorney General
  - USM Office of Human Resources
Summary of Changes: Preface

These new UMUC HR policies do not adversely effect the pay or health benefits of UMUC employees, nor do they reduce total employee benefits.

Summary of Changes

Performance Based: Build a performance-based culture
- Reinforces Accountability (a UMUC Core Value) as it relates to performance
- Adds supporting language in separation and layoff policies
- Considers performance as a factor in such personnel actions

Reward and Recognition: Redesign pay program
- New market-based pay structure for Exempt employees
- Incentive/variable compensation
  - Forward-looking performance measures and goals communicated in advance of review period
  - Non-discretionary cash payment awarded based on expected vs. actual results

Policy Alignment: Blends UMUC Stateside and UMUC Overseas policies
- Consolidates separate policies into one complete set of Global HR policies
- Incorporates historical operational practices into applicable policies
- Improves parity in policy and application across global divisions
Benefits of New UMUC HR Business Model

The new global UMUC HR policies afford us the opportunity to:

• Attract and retain top talent, which is a competitive advantage
• Incorporate reward and recognition programs rooted in industry best practices
• Create, promote, and maintain a performance-based culture
• Increase responsiveness to business demands through rapid deployment of new and creative solutions

Special Thanks

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