senior director and deputy chief human resources officer

UNIVERSITY OF MASSACHUSETTS AMHERST

Amherst, Ma
the opportunity
With over 6,300 faculty and staff and more than 30,000 students, UMass Amherst is the largest public university in New England, a land grant institution, and the flagship of the Massachusetts public higher education system, ranked among the top 30 public universities in the nation. The senior director and deputy chief human resources officer provides expert advice and direction on matters of organizational design, system efficiencies, support services, and other personnel matters for a diverse and dynamic campus community. At UMass Amherst the human resources function is decentralized—the central human resources office has 60 employees—with a significant number of staff performing human resources functions across a variety of schools, colleges, and divisions.
The Position
Role of the Senior Director and Deputy Chief Human Resources Officer

Providing leadership to various human resource programs and services, the senior director and deputy chief human resources officer serves as a member of the human resources senior leadership team, and as deputy to the vice chancellor and chief human resources officer, leading the department in his absence.

In support of the University’s mission, the senior director will champion a metrics framework for human resources-leading efforts to identify and create a comprehensive
metrics dashboard focused on improving organizational performance and providing stronger customer service and direction to the multiple human resources units located in the schools, colleges, and divisions that comprise this flagship campus. The senior director partners with the vice chancellor of human resources and senior campus leadership on campus initiatives which impact the University workforce and assists with employee matters involving a high level of sensitivity, confidentiality, and/or complexity. The senior director will design and execute project plans which emphasize consensus building and effective implementation strategies across all of the campus’ decentralized human resources offices.

The successful candidate will provide leadership and oversight to the Labor Relations, Workplace Learning & Development, and the Partnership for Worker Education units, leading initiatives and efforts within these units and representing these areas campus wide. The senior director has five direct reports, 18 professional and administrative support staff within their portfolio, and will assist in managing the divisional budget of approximately $4 million.

Currently, the HR department is in the process of implanting SalesForce for a ticket system as well as to digitize the department over the course of the next two years. Additionally, the vice chancellor has created a business partner system—there are four business partners, reporting directly to the vice chancellor, that are assigned to various schools, colleges, and divisions.
Labor Relations represents the University for collective bargaining of contracts. There are 11 collective bargaining units representing over 90 percent of University employees. Unions represented on the UMass campus include:

- AFSCME: American Federation of State, County and Municipal Employees
- AFSCME: Unit B – American Federation of State, County and Municipal Employees
- GEO/UAW: Graduate Employee Organization unit of the UAW Local 2322.
Administered by the Office of the Provost.

- IBPO: International Brotherhood of Police Officer
- NEPBA: New England Police Benevolent Association
- MSP: Massachusetts Society of Professors: Administered by the Office of the Provost.
- PRO/UAW: Postdoctoral Researchers Organizing unit of the UAW Local 2322. Administered by the Office of the Provost.
- PSU/MTA: Professional Staff Union / Massachusetts Teachers Association Unit A (Exempt)
- PSU/MTA: Professional Staff Union / Massachusetts Teachers Association Unit B (Non-Exempt Supervisory).
- RA: Resident Assistants United Auto Workers Local 2322
- USA/MTA: University Staff Association Affiliate of the Massachusetts Teachers Association

Currently, the director of the labor relations unit, Helen Bowler, is in an acting capacity.
The Partnership for Worker Education is a workplace education partnership based at UMass Amherst offering quality, innovative education and training to frontline workers including clerks, secretaries, trades workers, maintainers, professional, technical, grounds, administrative and support staff. These partnerships with employers and unions address the changing workplace: new skills for employees, as well as employee advancement, engagement, retention, and morale.
Workplace Learning & Development promotes employee and organizational growth, development, and empowerment by providing innovative, high-quality programs and services such as:

- Online and classroom trainings for all levels of staff
- Supervisor Trainings
- Coaching and mentoring
- Facilitation and customized workshops
History of the Position

Bill Brady came to UMass Amherst approximately two years ago from the University of Oregon, to assume the position of Vice Chancellor and Chief Human Resources Officer. Following a review of all facets of the existing central human resources functions a need was identified for this newly created position of Senior Director and Deputy Chief Human Resources Officer. This position will assist the vice chancellor in the management and strategic planning of the office of human resources. Under vice chancellor Brady’s
leadership, human resources has shifted from a focus on personnel processes to a more holistic engagement of employee management with the assistance of the newly appointed human resource business partners who have been assigned to provide high-level assistance to campus units.
In transitioning to UMass, the senior director will likely encounter the following opportunities, priorities, and challenges, as shared by key campus stakeholders:

- With a continued focus on process improvement, the senior director will need to be a systematic thinker, evaluating newly adopted systems like the PageUp talent acquisition software and Salesforce workflow management and both recommend and implement future process improvements for front line delivery of support and enhanced response to
employee needs.

- The senior director will have an opportunity to provide leadership and support to Labor Relations, Workplace Learning & Development, and the Partnership for Worker Education units, enhancing their integration into the Human Resources division overall, strengthening team dynamics and core foundations, and elevating campus confidence in Human Resource services.

- With a keen eye to detail and process, the next senior director will need to evaluate, collaborate and design a comprehensive metrics dashboard focused on improving organizational performance and providing stronger customer service and direction to the human resource business partners and the multiple human resources units located in the schools, colleges, and divisions.

- Through collaboration and strong relationship building across colleges, units and divisions, the next senior director has an opportunity to nurture long term employee culture focused on a holistic understanding of employee inclusion.

- With the complexity of the campus and the decentralized human resources functions there is a need to create more consistency of interpretation of policies and procedures and to provide support and a strong delivery model from centralized Human Resources to ensure interpretations and campus wide processes are consistent.

- The campus’s enduring commitment to forming and strengthening socially just learning and working environments will require a better understanding of employee retention and attrition; strong collaboration with the Office of Equity and Inclusion; and the creation of shared resources for hiring managers on institutional goals and priorities around equity and inclusion.

- With an understanding and appreciation of labor and employee relations, the next senior director will have an opportunity to work alongside strong and positive union leadership to strengthen staff development and training within the Labor Relations unit.

- Multiple stakeholders noted that some human resource functions reside outside of Human Resources and stated that they would value a reimaging of what should be managed centrally versus in a decentralized manner. Included were things such as on-boarding for new employees, position descriptions, position leveling, hiring protocols, training programs and training templates, and coaching roles for new employees. Clarity on “who manages what” is needed and will be appreciated by end-users.
Measures of Success

The office of Human Resources aims to be seen as a campus partner and advocate for workplace success. At an appropriate interval after joining UMass, the following items will initially define success for the new senior director:

- clear evidence that the senior director has built productive and collaborative relationships across the institution;
- UMass Amherst is a very complex institution and the new senior director will need to
take the time to learn the institutional culture;

- demonstrate clear, effective communication, good rapport, and swift responsiveness to all University stakeholders;
- assess the human resources organizational structure, department functions, and make recommendations for improvement by bringing forward new and innovative ideas and identifying opportunities for greater consistency;
- demonstrate considerable progress has been made in defining a comprehensive metrics dashboard;
- demonstrate considerable progress has been made in conducting a gap analysis in Human Resource processes;
- demonstrate considerable progress has been made on the Human Resource strategic plan timeline; and
- will be seen as an engaging and charismatic leader; a visible and highly accessible advocate for staff.
Qualifications and Characteristics

The successful candidate must have an earned bachelor’s degree and a demonstrated record of progressive and substantive responsibilities and management of human resource functions—including experience supervising and managing a team of human resource professionals preferably in an organization with union employees. A master’s degree or juris doctor, progressive human resource experience with at least two years in an executive role in higher education or similarly complex non-profit, HRCI or SHRM certification, and
experience with labor relations are preferred.

Additionally, various stakeholders identified the following characteristics as important attributes of the senior director and deputy chief human resources officer:

- strong subject matter expertise in generalist human resource functions;
- knowledge of evolving employment and employee relations trends;
- experience leading change processes in a complex, decentralized environment;
- strategic thinking and planning process experience;
- experience creating systems to monitor key performance indicators;
- possess a goal-oriented, data-driven approach to generating measurable outcomes and assessments of services;
- flexibility and the ability to manage issues nimbly and keep processes/protocols moving forward;
- ability to set priorities to achieve objectives, and manage multiple projects concurrently;
- holistic thinker with the ability to network with colleagues and build trust;
- an open, transparent, and collaborative work style;
- strong interpersonal skills and the executive presence to build and cultivate influential and credible relationships across the organization;
- political savvy, and the skills to de-escalate polarizing conflicts and issues;
- a high level of discretion and commitment to confidentiality;
- strategic change management skills coupled with strong organizational development, and budget management abilities;
- demonstrate strong supervisory and team-building capabilities;
- involvement with professional associations and an understanding of national perspectives and best practices in human resources; and
- someone with high ethical standards and professional integrity.
The Institution/Division/Department: An Overview
The Office of Human Resources (OHR) strives to create an environment where faculty and staff do their best work. The University is powered by thousands of dedicated faculty and staff who are inspired and motivated by the mission as a world class research institution positively impacting both the Commonwealth and the broader society. Every UMass Amherst employee is critical to the collective success and each individual brings their own history, values, and perspective which enhances the diverse community.
Human Resources provides a range of direct support services to campus employees:

- on-campus employee assistance program
- comprehensive employee service center including payroll and benefits
- worker education and training

Human Resources provides strategic support to campus managers, supervisors, and leadership on a wide variety of human resource matters including:

- performance management
- organizational development
- labor relations and compliance matters
- employee empowerment and development

Additionally, the vice chancellor and chief human resources office provides strategic oversight to the Office of Equal Opportunity, which investigates Title IX concerns and other matters of discrimination, harassment, and related retaliation, and the Accessible Workplace Office, which manages ADA accommodations for faculty and staff.

A significant cultural focus of the Office of Human Resources is understanding the power of developing and nurturing relationships and collaborations. OHR understands the power of relationships. From partnering across campus, to workplace climate conversations, to a partnership with the labor unions to deliver nationally-recognized worker education programs, there is power in collaboration.
Leadership of Human Resources
William D. Brady, an experienced administrator in employee and labor relations in higher education, joined the UMass community in September 2017.

Brady has more than 11 years of experience in human resources, most recently serving as assistant vice president, employee and labor relations, at the University of Oregon in Eugene. Prior to that, he held several positions at the Minnesota State Colleges and Universities system including director of employee benefits and compensation and director
of classified labor policy and administration. He was previously a labor and employment attorney with a law firm in Ohio.

Brady received a bachelor’s degree from Washington College in Chestertown, Maryland, and his law degree from the University of Toledo, College of Law. He is certified as a Senior Professional in Human Resources.
Organizational Chart for Human Resources
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Institutional Background

The University of Massachusetts Amherst is a public research and land-grant university in Amherst, Massachusetts, and the flagship of the University of Massachusetts system. With 6,397 faculty and staff members and more than 30,000 students, UMass Amherst is the largest public university in New England and is ranked among the top 30 public universities in the nation.

The University offers bachelor’s degrees, master’s degrees, and doctoral degrees in 90
undergraduate and 72 graduate areas of study. UMass Amherst is ranked 24th among the nation’s top public universities, moving up 28 spots in the past ten years in *U.S. News & World Report*’s annual college guide.

Other recent accolades include:

- Rated the 25th most efficient among top-rated national universities in a new *U.S. News & World Report* ranking category.
- For a ninth consecutive year, UMass Amherst is among the 100 Best Values in Public Colleges compiled by *Kiplinger’s Personal Finance* magazine.
- The Isenberg School of Management at the University of Massachusetts Amherst is the highest ranking public undergraduate business school in the Northeast, according to *Bloomberg Businessweek*’s 2016 Undergraduate Business School Rankings. Climbing three places since the 2014 ranking, Isenberg now ranks 11th among public undergraduate business school programs in the United States.
- *Money* magazine ranks UMass Amherst among the nation’s best colleges based on “most bang for the tuition buck.”
- The University is ranked among the top 200 programs worldwide in 21 academic disciplines, according to the 2017 *QS World University Subject Ratings*.
- UMass Amherst is ranked among the top research universities nationwide for its commitment to leadership in sustainability by the Association for the Advancement of Sustainability in Higher Education.

UMass Amherst faculty and staff are top performers in terms of the number of awards and recognitions they receive. UMass Amherst, is one of the nation’s top universities for research as measured by national and international rankings, academic citations, and research funding. The campus spends more than $200 million on research each year, demonstrating its contribution to the nation’s position as a technological and economic leader. The University has consistently been named a top producer of Fulbright award winners. Additionally, UMass Amherst engages the community with 359 programs, partnering with 499 organizations in 21 states, and involving 86 different campus units. Other notable accomplishments include recognition as a leader in social justice and being one of the first campuses to announce a policy to divest investments in South Africa. UMass Amherst is ranked among the top 10 research universities nationwide for its commitment to leadership in sustainability. The University is also distinguished by its W.E.B. Du Bois Department of Afro-American Studies; the Stonewall Center, one of the longest established
centers supporting the LGBTQIA community (over 40 years); the Center for Women and Community, supporting victims of violence; and the Office of Disability Services, supporting students with disabilities in maximizing the quality of their University experience.
About Amherst, Massachusetts

Amherst is a town in Hampshire County, Massachusetts, in the Connecticut River Valley. As of the 2010 census, the population was 37,819, making it the largest community in Hampshire County (although the county seat is Northampton). The town is home to Amherst College, Hampshire College, and the University of Massachusetts Amherst, three of the area’s local five colleges.

Five Colleges, Incorporated is a nonprofit educational consortium established in 1965 to
promote the broad educational and cultural objectives of its member institutions, which include four private liberal arts colleges and the Amherst campus of the state university. The consortium is an outgrowth of a highly successful collaboration in the 1950s among Amherst College, Mount Holyoke College, Smith College, and the University of Massachusetts Amherst, which resulted in the founding of a fifth institution, Hampshire College, in 1970.

Five Colleges, Incorporated promotes and administers long-term forms of cooperation that benefit faculty, staff, and students. These include:

- shared use of educational and cultural resources and facilities, including a joint automated library system, open cross registration, and open theater auditions;
- joint departments and programs;
- inter-campus transportation.

Their proximity to one another in the Connecticut River Valley of western Massachusetts favors five-college collaboration, as does their commitment to liberal arts and undergraduate education. Five Colleges, Incorporated is a longstanding member of the Association for Consortium Leadership (ACL), a national organization of consortia.

The city of Amherst is conveniently located near major metropolitan areas, with Boston and New York City less than two hours away by car. Bradley International Airport, the closest major airport, is located just north of Hartford and is about an hour from campus. Amtrak and Peter Pan Bus Lines also offer public transportation options for the campus community.

For more information about Amherst, visit the Chamber of Commerce at:

http://www.amherstarea.com/
Mission, Vision, and Values
Mission

The mission of the University of Massachusetts Amherst is to create positive impact on the Commonwealth and the broader society we serve through education and advancing knowledge. As the flagship public university in Massachusetts, we cherish and add to the Commonwealth’s long tradition of intellectual and educational leadership. Our institution is rooted in the idea that any qualified individual, regardless of wealth or social status, should have access to high quality higher education. We draw from and support diverse
experiences and perspectives as an essential strength of this learning community and accept for ourselves and instill in our students an ongoing commitment to create a better, more just world.
Our vision is to dramatically improve every aspect of the University of Massachusetts Amherst so as to ascend into the ranks of the top 20 public universities in America, as measured by nationally and internationally recognized criteria. We intend to deliver, for the people of Massachusetts and beyond, a public university that shares the same qualities of excellence, impact, and outcomes as the best public universities in the nation and the world.
Values

- Excellence. In whatever we choose to do, we strive for excellence.
- Diversity, Equity and Inclusiveness. We are committed to the success and well-being of every individual in our community regardless of group identity.
- Openness. As a university, we are committed to free and open intellectual inquiry and expression.
- Integrity and Stewardship. As a community we set high standards for personal
responsibility and institutional integrity, and hold ourselves accountable in managing institutional resources and for advancing sustainability of our planet.

- Innovation. We stimulate, recognize and reward innovation and creativity.
- Impact. We aim to create far-reaching impact on society by welcoming students and faculty from around the world and assisting them to contribute to the welfare of people both locally and globally.
Strategic Plan
The plan for the next five years will propel the campus on the pathway to the top 20 among public research universities by fulfilling the following strategic goals:

1. Establish UMass Amherst as a destination of choice where academically accomplished, socially responsible seekers of a world-class education succeed in a research-rich, inclusive learning community.
2. Establish UMass Amherst as a partner of choice in advancing and applying knowledge
and innovation for the betterment of society.

3. Establish UMass Amherst as a community of choice for students, staff, and faculty that exemplifies the power of diverse perspectives and mutual respect.

In support of these goals we follow two overarching principles: 1) Mobilize all our resources to achieve a sustainable financial strategy; and 2) Instill a culture of evidence at all levels that applies the best possible information and analysis to decisions.

For a detailed look at the strategic plan:

Leadership
Kumble R. Subbaswamy became the 30th leader of UMass Amherst July 1, 2012. He has emerged as a popular and well-regarded chancellor for his pursuit of academic excellence, promotion of research and outreach, and initiatives aimed at addressing campus climate, diversity, and culture.

Subbaswamy has overseen the opening of new cutting-edge academic and athletic facilities, including Commonwealth Honors College Residential Community, the Integrative Learning
Center, the Life Science Laboratories, and the Football Performance Center. He has made sustainability a campus priority and he is focused on strengthening community relationships, supporting area communities, and increasing access to the University’s rich academic and research resources.

Championing an open and transparent leadership style, Subbaswamy enacted a comprehensive campus-wide strategic planning process to continue to build on the successes of UMass Amherst in the coming years. As part of fortifying the future, Subbaswamy has played a key role in UMass Rising, the $300-million fundraising campaign, the largest in campus history.

Subbaswamy has instituted plans to improve the UMass educational experience by introducing more opportunities for undergraduate research experiences and integrative and team-based learning. His priority is also to increase the enrollment of students from low-income communities. Under his tenure, the campus’s status as a research powerhouse that touches—and often transforms—communities in the state and around the world will be enhanced.

Before coming to Amherst, Subbaswamy served as provost at the University of Kentucky since 2006. A physicist, he joined Kentucky’s faculty in 1978 after serving as a post-doctoral fellow at the University of California, Irvine. During his first 18 years at the University of Kentucky, he served as associate dean of arts and sciences and as chair of the Department of Physics and Astronomy.

In other administrative positions, Subbaswamy was also dean of the College of Arts and Sciences at the University of Miami from 1997 to 2000. Then he left to become dean of arts and sciences at Indiana University Bloomington, serving until 2006 when he moved to Kentucky. He holds a bachelor’s degree in science from Bangalore University, a master’s in physics from Delhi University, and a PhD in physics from Indiana University. He was elected a fellow of the American Physical Society in 1989. His primary research area is the optical properties of novel materials and nonlinear excitations. He has published more than 60 articles and coauthored a book on the local density theory of polarizability.
Academic Programs and Faculty

Faculty

- Approximately 1,300 full-time instructional faculty
- 92 percent hold the highest degree in their fields
- 18:1 student/faculty ratio

Academic Offerings
- 10 academic colleges
- 112 bachelor's degree programs
- Five associate's degree programs
- Average class size: 36
- 81 percent of classes have fewer than 40 students

The University of Massachusetts is a five-university system led by a president and a board of trustees. Each member campus is led by a chancellor. As the flagship campus of America’s education state, the University of Massachusetts Amherst is the leader of public higher education in the Commonwealth, making a profound, transformative impact for the common good. UMass Amherst ranks among the nation’s top 30 public universities, moving up 10 spots during the past year in the *U.S. News & World Report*’s annual college guide.
Schools and Colleges

- College of Education
- College of Engineering
- College of Humanities and Fine Arts
- College of Information and Computer Sciences
- College of Natural Sciences
- College of Nursing
- College of Social and Behavioral Sciences
- Commonwealth Honors College
- Isenberg School of Management
- School of Public Health and Health Sciences
- Stockbridge School of Agriculture
- Graduate School
Applications doubled during the past decade, and about 41,800 students applied for 4,700 seats in the class of 2019. Academic quality stands at an all-time high with combined SATs at 1,268 and high school GPAs at 3.89.

The Commonwealth Honors College recruits high-achieving students, with SATs at 1,386 and GPAs at 4.27. In 2013, UMass opened one of the nation’s premier residential honors colleges, a $188 million, six-building complex for living and learning.
• The range and quality of UMass Amherst’s academic offerings are nationally recognized. More than 28,000 students are enrolled, including nearly 22,000 undergraduates from 71 countries and 50 states.

• The Chronicle of Higher Education has recognized UMass Amherst as one of the nation’s top-producing research universities for student Fulbright scholarships during 2014–15. The current 14 Fulbright scholarships are a campus record.

• Students benefit from state-of-the-art facilities. Over the past decade, UMass has seen $1.4 billion in new construction and renovations with another $1.4 billion in improvements in the works.
The Student Body

Enrollment (fall 2018)

- 23,515 undergraduate students
- 7,078 graduate students
- 30,593 total undergraduate and graduate students

2018 Entering Undergraduate Class
• 41,612 freshman applications
• 59.9 percent admit rate
• 5,010 students
• 31.8 percent ALANA (African-American, Latino, Asian, Hawaiian/Pacific Islander and Native American)
• 3,500 in-state students
• 992 out-of-state students
• 518 international students
• Average GPA – 3.90 (4.0 scale)
• Average SAT – 1296 (Evidence Based Reading & Writing/Math)
• SAT middle 50 percent – 1190 to 1340
• Average ACT – 28
Organizational Chart for the Campus
UMass Amherst offers a comprehensive benefits package, including:

- [Health Insurance](#)
- [Dental and Vision](#)
- [Life Insurance](#)
- [Long-Term Disability Insurance](#)
- [Retirement Benefits](#)
- [Tuition Benefits](#)
- [Workers’ Compensation](#)
- [Flex Spending (HCSA/DCAP)](#)
- [Sick Leave Banks](#)
- [Employee Discounts](#)
- [Paid Time Off](#)
Review of applications will begin immediately and continue until the position is filled. To apply for this position please click on the Apply button, complete the brief application process, and upload your resume and position-specific cover letter. Nominations for this position may be emailed to Anne-Marie Kenney at amk@spelmanjohnson.com or Ellen Heffernan at eth@spelmanjohnson.com. Applicants needing reasonable accommodation to participate in the application process should contact Spelman Johnson at 413-529-2895.

Visit the UMass Amherst website at www.umass.edu

UMass Amherst is committed to a policy of equal opportunity without regard to race, color, religion, gender, gender identity or expression, age, sexual orientation, national origin, ancestry, disability, military status, or genetic information in employment, admission to and participation in academic programs, activities, and services, and the selection of vendors who provide services or products to the University. To fulfill that policy, UMass Amherst is
further committed to a program of affirmative action to eliminate or mitigate artificial barriers and to increase opportunities for the recruitment and advancement of qualified minorities, women, persons with disabilities, and covered veterans. It is the policy of the UMass Amherst to comply with the applicable federal and state statutes, rules, and regulations concerning equal opportunity and affirmative action.