

Assessment Cycle 2024 – 2025

Office of Institutional Effectiveness and Human Resources

Division or Department: Human Resources

Prepared by: Ruth Chatman

Date: June 18, 2025

Approved by: Roni Biscoe

Date: June 19, 2025

Northwestern Mission. Northwestern State University is a responsive, student-oriented institution committed to acquiring, creating, and disseminating knowledge through innovative teaching, research, and service. With its certificate, undergraduate, and graduate programs, Northwestern State University prepares its increasingly diverse student population to contribute to an inclusive global community with a steadfast dedication to improving our region, state, and nation.

The Office of Institutional Effectiveness and Human Resources is a responsive administrative service and support unit that provides University leaders with information for strategic planning, evidence-based decision-making, and human resource programs and services. The Office assesses, collects, analyzes, reports, and disseminates data on behalf of the University and supports all University units in assessment-based improvement efforts. Reporting information is per the Southern Association of Colleges and Schools (SACS) and federal and state regulations. The Office develops and delivers innovative human resource programs and services designed to support the mission of the University, including its core services and competencies such as staffing, employee relations, organizational and employee development, risk management, compensation and benefits, human resource information management, and regulatory compliance.

Within the **Office of Institutional Effectiveness and Human Resources**, the **Department of Human Resources** focuses on managing the employment cycle, including recruitment, onboarding, development, retention, and separation. The Department also provides support to supervisors as they navigate policies, procedures, and practices to ensure the effective operation of the University's programs and services.

Methodology:

1. The Department Director, in consultation with staff members, will determine proposed changes to measurable outcomes, assessment tools for the next assessment period, and, if necessary, changes to existing service offerings
2. A review of best practices from the Society of Human Resource Management (SHRM), the International Public Management Association (IPMA), College and University Professional Association for Human Resources (CUPA-HR) to assure service outcomes are applicable.
3. Results from the assessment will be discussed with the appropriate staff.

Assessment Cycle 2024 – 2025

HUMAN RESOURCES

Service Outcomes:

SO 1: Provide a customer-centered experience for all employees through the delivery of professional, accurate, and timely services.

Measure 1.1. One hundred percent (100%) of employees requesting support from HR will be surveyed and respond, “Agree” that their issue was handled in a timely, courteous and professional manner.

Finding. Target was not met.

Analysis. In 2023-2024, the target was not met.

Based on the analysis of the 2023-2024 results, in 2024-2025, HR made customer service a focal point of the unit’s operation. A survey was successfully developed to drive continuous improvement in the department’s services. This target has not yet been completed because the process of implementing the survey is ongoing. However, as a contingency plan, verbal feedback was solicited from supervisors, faculty members, and staff on their experiences in dealing with HR direct-line staff members. The reporting of any dissatisfaction continues to be handled on a case-by-case basis.

Decision/Recommendation: In AC 2024-2025, the target was not met.

Based on the AC 2024-2025 results analysis, HR will develop the process of how the survey will be distributed amongst faculty, staff and external stakeholders for data collection in AC 2025-2026 to drive the cycle of improvement in mission accomplishment and customer service.

These changes will increase HR’s ability to improve customer service by tracking response times, complaints, accuracy of information provided, and improve overall efficiency within the department thereby continuing the cycle of improvement.

Measure 1.2 Track and compare the resolution time of employee issues and complaints. Success is defined from complaint to resolution as three (3) days.

Finding. Target was met.

Analysis. In 2023-2024, the target was not met.

Assessment Cycle 2024 – 2025

Based on the analysis of the 2023-2024 results, in 2024-2025, all employees were directed to use the Human Resources email account to report any HR-related issues or complaints.

As a result of these changes in AC 2024-2025, the target was met. The findings show that employees contacting the Human Resources email account were satisfied with the communications.

Decision/Recommendation: In AC 2024-2025, the target was met.

Based on the AC 2024-2025 results analysis, HR will continue to direct all employees to use the HR email account for request, HR-related issues, and complaints to drive the cycle of improvement in mission accomplishment or customer service.

Continuing this practice will improve HR's ability to respond in a timely and accurate manner, thereby continuing the cycle of improvement.

Measure 1.3 Conduct a comprehensive onboarding process for new hires within the first three days of employment.

Finding. Target was met.

Analysis. In 2023 - 2024, the target was not met.

Based on the analysis of 2023-2024 results revealed, there is no longer a need for virtual onboarding. In 2024-2025 HR stopped its pursuit of a virtual onboarding program due to a lack of funding and IT support. The unit implemented the traditional face-to-face onboarding.

As a result of these changes in AC 2024-2025, the target was met. The findings reflect that face-to-face onboarding is more personable and cuts down on miscommunication.

Decision/Recommendation: In AC 2024-2025, the target was met.

Based on the AC 2024-2025 results analysis, HR will continue with the face-to-face onboarding to drive the cycle of improvement in mission accomplishment and customer service.

The continuation of face-to-face onboarding will improve HR's ability to communicate effectively, timely, establish a rapport while also fostering a positive connection with new hires thereby continuing the cycle of improvement.

Assessment Cycle 2024 – 2025

SO 2: Ensure accurate, complete, and comprehensive reporting for all State mandated reporting requirements.

Measure 2.1. Maintain 100% compliance of Outside Employment Reporting from eligible employees per the Evaluating Report for non-compliance.

Finding. Target was not met.

Analysis. In 2023-2024, the target was not met.

Based on the analysis of the 2023-2024 results, in 2024-2025, the unit established an educational campaign to educate employees on the background/rationale behind the required reporting, updated the required form and established an email account that is specific to Outside Employment Reporting.

As a result of these changes in AC 2024-2025, the target was not met. The findings reflect that there are still some employees that will not report after numerous reminders. However, AC 2024-2025 has been the best year yet with only three employees not reporting.

Decision/Recommendation: In AC 2024-2025, the target was not met.

Based on the AC 2024-2025 results analysis, HR will continue with educating the employees on the importance and rationale of completing the form in AC 2025-2026 to drive the cycle of improvement in mission accomplishment and customer service.

These changes will improve HR's ability to have 100% compliance with Outside Employment Reporting thereby continuing the cycle of improvement.

Measure 2.2. Ensure 100% monthly accuracy of State Civil Service (SCS) Inquiry Reports through LaGov, the state employee-reporting platform.

Finding. Target was met.

Analysis. In 2023-2024, the target was met. In 2020-2021, the target was not met.

Based on the analysis of the 2023-2024 results, in AC 2024-2025, the Department established an in-house monthly report to compare other system data to catch any errors in system reporting.

As a result of these changes in AC 2024-2025, the target was met. The findings reflect implementing the in-house monthly report and significantly improve accuracy in

Assessment Cycle 2024 – 2025

reporting.

Decision/Recommendation: In AC 2024-2025, the target was met.

Based on the AC 2024-2025 results analysis, HR will continue to run the monthly report for comparison thereby continuing the cycle of improvement in mission accomplishment and customer service.

Measure 2.3. Maintain 100% compliance with the Teachers Retirement System of Louisiana (TRSL) Annual Audit certifying the salaries of retirees returning to work.

Finding. Target was met.

Analysis. In 2023-2024, the target was met.

Based on the analysis of the 2023-2024 results, in 2024–2025, the designated HR staff contacted TRSL for support on how to maintain salary certification throughout the year in preparation for annual reporting.

As a result of these changes in AC 2024-2025, the target was met. The findings reflect that by keeping in constant communication with TRSL and running monthly reports, the annual reporting will be kept accurate.

Decision/Recommendation: In AC 2024-2025, the target was met.

Based on the AC 2024-2025 results analysis, the designated HR staff will continue to communicate with TRSL staff and run the monthly reports in AC 2025-2026 to adhere with compliance regulations thereby continuing the cycle of improvement.

<p>SO 3. Create a hiring process aligned with the University’s Inclusion and Diversity Initiative.</p>

Measure 3.1 – Provide a uniform method to receive resumes for interested applicants for vacant positions.

Finding. Target was met.

Analysis. In 2023-2024, the target met.

Based on the analysis of the 2023-2024 results, in 2024–2025, HR attempted to establish an automated tracking system for our personnel actions. This target has not yet been completed. HR is still awaiting IT support.

Assessment Cycle 2024 – 2025

As a result of these changes in AC 2024-2025, the target was not met

Decision/Recommendation: In AC 2024-2025, the target was not met.

Based on the AC 2024-2025 results analysis, HR will continue to stress the importance of implementing the automated tracking system for personnel actions to IT in AC 2025-2026 to drive the cycle of improvement in mission accomplishment and customer service.

Measure 3.2 – Provide support to Hiring Managers during the interview process.

Finding. Target was met.

Analysis. In 2023 – 2024 the target was met.

Based on the analysis of the 2023-2024 results, in 2024–2025, HR increased its role in the department’s interview process. The director and unit staff strategically selected interview/search panels to diversify the process. Hiring Managers and HR staff collectively worked to produce a fair screening of applicants through behavioral-based interviewing.

As a result of these changes in AC 2024-2025, the target was met. The findings reflect HR’s increased involvement in the interview processes produces a better outcome with candidate selection.

Decision/Recommendation: In AC 2024-2025, the target was met.

Based on the AC 2024-2025 results analysis, HR will continue its involvement with the interview process and recommend training for new hiring managers to drive the cycle of improvement in mission accomplishment and customer service thereby continuing the cycle of improvement.

Comprehensive Summary of Key Evidence of Improvements Based on Analysis of Results. HR leadership made several decisions after examining the results of data analysis from Assessment Cycle 2023-2024, which resulted in improved human resources processes for Assessment Cycle 2024-2025. Listed below are all the actions taken in AC 2024-2025 to drive improvement in Human Resources.

- Made customer service a focal point of the unit’s operation. A survey was developed to drive continuous improvement in the department’s services.
- All employees were directed to use the Human Resources email account to report any HR-related issues or complaints.
- HR stopped its pursuit of a virtual onboarding program due to a lack of funding

Assessment Cycle 2024 – 2025

and IT support.

- Established an educational campaign to educate employees on the background/rationale behind the required reporting, updated the required form and established an email account that is specific to Outside Employment Reporting.
- The Department established an in-house monthly report to compare other system data to catch any errors in system reporting.
- Designated HR staff contacted TRSL for support on how to maintain salary certification throughout the year in preparation for annual reporting.
- HR attempted to establish an automated tracking system for our personnel actions.
- The director and unit staff strategically selected interview/search panels to diversify the processes.
- Hiring Managers and HR staff collectively worked to produce a fair screening of applicants through behavioral-based interviewing.
- Worked on a comprehensive onboarding process for new hires.
- Provided training for hiring managers to improve the interview process in hopes of creating longevity in the employment cycle.
- Created a direct line of communication between the Department Supervisor for the completion of required state reporting of various forms.

Plan of Action for Moving Forward. HR leadership examined the evidence and results of data analysis from AC 2024-2025 and will take the following steps to continue to improve human resources processes for Assessment Cycle 2025-2026):

- HR will develop the process of how the survey will be distributed amongst faculty, staff and external stakeholders for data collection.
- HR will direct all employees to use the HR email account for request, HR-related issues, and complaints.
- HR will conduct face-to-face onboarding to drive the cycle of improvement in mission accomplishment and customer service.
- HR will educate employees on the importance and rationale of completing the Outside Employment Form.
- HR will to run the LAGov monthly report for comparison and make adjustments as needed.
- HR staff will communicate with TRSL staff and run the monthly reports.

Assessment Cycle 2024 – 2025

- HR will stress the importance of implementing the automated tracking system for personnel actions to IT.
- HR will the interview process and recommend training for new hiring managers.
- Develop the HR staff's professional skills and knowledge.