Assessment Cycle 2019 – 2020

Office of Institutional Effectiveness and Human Resources

Division or Department: Human Resources

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Northwestern Mission. Northwestern State University is a responsive, student-oriented institution that is committed to the creation, dissemination, and acquisition of knowledge through teaching, research, and service. The University maintains as its highest priority excellence in teaching in graduate and undergraduate programs. Northwestern State University prepares its students to become productive members of society and promotes economic development and improvements in the quality of life of the citizens in its region.

Human Resources Mission. 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 recruitment and staffing, employee relations, organizational and employee development, risk management, compensation and benefits, human resource information management, and regulatory compliance.

Human Resources

NOTE: *The Unit continues to follow recommendations listed in the report completed by Dr. Courtland Chaney from the Human Resource Management Associates, Inc.*

Service Outcomes:

SO 1: Provide professional, accurate, and timely customer service.

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

Finding. Target was not met.

Analysis. In 2017-2018, the target was not met, as it was not tracked. Based on the 2017-2018 analysis, the plan of action was to replace the general survey with a tool to provide increased and more frequent feedback. However, this was not possible due to a change in leadership. The Director separated from Northwestern. As a result, in 2018-2019, the plans to replace the general survey have been changed. The general survey will be revised to better capture immediate feedback on a monthly basis. The intent is for respondents to answer almost immediately after an interaction with HR. It is thought this would be helpful in identifying problems one might have encountered during the process and make almost immediate (when possible) improvement instead of waiting until the end of the year.

Decision/Recommendation. Based on the analysis of the 2017-2018 results, in 2020-2021, to drive continuous improvement we will make customer service a focal part of the unit's operation. A revised survey will be developed and implemented to drive the cycle of improvement.

Measure 1.2. One hundred percent (100%) of employees requesting support from HR (based on an issue) will be surveyed and respond, "Agree" that their issue was handled in timely manner.

Finding. Target was not met.

Analysis. In 2017-2018, the target was not met, as it was not tracked. Based on the 2017-2018 analysis, the plan of action was to replace the general survey with a tool to provide increased and more frequent feedback. However, this was not possible due to a change in leadership. The Director separated from Northwestern. As a result, in 2018-2019, the plans to replace the general survey have been changed. The general survey will be revised to better capture immediate feedback on a monthly basis. The intent is for respondents to answer almost immediately after an interaction with HR. It is thought this would be helpful in identifying problems one might have encountered during the process and make almost immediate (when possible) improvement instead of waiting until the end of the year.

Decision/Recommendation. Based on the analysis of the 2017-2018 results, in 2020-2021, to seek improvement we will make customer service a focal part of the unit's operation. A revised survey will be developed and implemented to drive the cycle of improvement.

Measure 1.3 Track and compare resolution time of employee issues and complaints. Success is defined from complaint to resolution as 3-5 days.

Finding. Target was not met.

Analysis. In 2017-2018, the target was not met, as it was not tracked. Based on the analysis of the 2017-2018 results and because employees have very different requests, the three- to five-day resolution period is not adequate for all scenarios. Therefore, in 2020-2021 this measure will be replaced by a more appropriate measure.

Decision/Recommendation. Based on the analysis of the 2018-2019 results, in 2020-2021, to drive improvement a new measure will be developed, and unit staff will create individual logs to document complaints and resolutions.

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 2017-2018, the target was not met. Based on the analysis of the 2017-2018 results, the unit employee assigned the task saw improvement in the reporting but noted the failure to receive 100% participation. As a result, in 2018-2019, the change in the routing system for signatures increased reporting speed. Supervisors now use an electronic signature to speed up the process. Also, if the employee did not have any outside employment, the signature of their vice-president and University President were not required.

Decision/Recommendation. Based on the analysis of the 2017-2018 results, in 2020-2021, to drive continuous improvement we will increase communication with Supervisors to create a strategic plan to maintain 100% compliance in reporting.

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

Finding. Target was not met.

Analysis. In 2017-2018, the target was not met. Based on the analysis of the 2017-2018 results, HR ensured corrections were made to meet the SCS monthly deadline. As a result, in 2018-2019, the accuracy rate continues to remain at over 90%. The error reports on monthly spreadsheets received from the Office of SCS are less than three (3) each month.

Decision/Recommendation. Based on the analysis of the 2017-2018 results, in 2020-2021, to drive improvement we will increase in-house monthly reports to increase accuracy of LaGov reporting.

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 not met.

Analysis. In 2017-2018, the target was not met. Based on the analysis of the 2017-2018 results, at the request of the Executive Director, operations manuals continue to be developed for all HR processes. The manuals help so proper procedure is followed to

reduce the number of errors. As a result, in 2018-2019, HR will continue to cross-train all staff.

Decision/Recommendation. Based on the analysis of the 2017-2018 results, in 2020-2021, to drive improvement we will conduct cross-training of Unit employees to assure the hiring of retirees is properly completed.

Measure 2.4. Increase Catapult Health Clinic Participation by 50% and 100% by 2018 providing premium reduction incentives to covered employees completing free health screenings offered twice a year.

Finding. Target was not met.

Analysis. In 2017-2018, the target was not met.   Based on the analysis of the 2017-2018 results, there has been frequent advertising in campus-wide announcements. There has been an increase in participation each year from 2016. As a result, in 2018-2019, the goal should be revised in 2% increments each year based on the current number of employees eligible to participate.

Decision/Recommendation. Based on the analysis of the 2017-2018 results, in 2020-2021, to seek improvement we will conduct an aggressive awareness campaign for employees to articulate the benefits of the Catapult Health Clinic.

Measure 2.5. Achieve 100% compliance of 2019 Louisiana State Civil Service audit.

Finding. Target was not met.

Analysis. In 2018-2019, the target was not met. Based on the analysis of the 2018-2019 results, a total of 7 violations were cited during the 2019 Drop-In Review. Most of the findings were in the area of documentation of personnel actions. Based on the timing of the audit, this measure should be revised, as it will take two years to achieve. Mandatory training around Civil Service processes is needed to assist in meeting this target.

Decision/Recommendation. Based on the analysis of the 2018-2019 results, in 2020-2021, to drive improvement frequent consulting will occur with State Civil Service POD leaders to obtain best practices and clarification of rules and procedures.

SO 3: Ensure the University maintains quality work force through recruitment and staffing.

Measure 3.1 Post advertisements within 24 hours of receiving the request.

Finding. Target was not met.

Analysis. In 2017-2018, the target was not met. Based on the analysis of the 2017-2018 results, due to changes in HR staffing, there were challenges to meet the goal of a 24-hours turn-around. As a result, in 2019-2020, it is recommended SO 3 be re-assessed for progress.

Decision/Recommendation. Based on the analysis of the 2017-2018 results, in 2020-2021, we will train new staff members on the advertisement process to assure a 24-hour turnaround.

Measure 3.2. Refer candidates to hiring managers within 48 hours of the closing date of the advertisement.

Finding. Target was not met.

Analysis. In 2017-2018, the target was not met. Based on the analysis of the 2017-2018 results, due to changes in HR staffing, there were challenges to meet the goal of a 48-hour turn-around. As a result, in 2018-2019, it is recommended SO 3 be re-assessed for progress.

Decision/Recommendation. Based on the analysis of the 2017-2018 results, in 2020-2021, to drive continuous improvement we will train new staff members on the advertisement process to assure a 48-hour referral.

SO 4. Establish and maintain an employee development/health and wellness programs.

Measure 4.1 Increased job-relevant certifications by 50% among employees and expanded skills sets maintained with a knowledge management system and/or pay for performance culture.

Finding. Target was not met.

Analysis. In 2017-2018, the target was not met. Based on the analysis of the 2017-2018 results, it was determined the SO should be revised to address issues such as revamping the on-boarding process for employees, updating the Staff Handbook, and improving employee training. As a result, in 2019-2020, HR staff will work on identifying metrics for the revised SO.

Decision/Recommendation. Based on the analysis of the 2017-2018 results, in 2020-2021, HR unit will:

- conduct an onboarding session with all new hires to support them through the first year of employment
- conduct a comprehensive review of the Staff Handbook with all employees of the HR Unit to make necessary updates

- pilot a training system for employees with a focus on soft skills, technical skills and leadership development

Measure 4.2 Develop formal mentoring and reverse-mentoring programs by spring 2019.

Finding. Target was not met.

Analysis. In 2017-2018, the target was not met. Based on the analysis of the 2017-2018 results, it was determined the SO should be revised to address issues such as revamping the on-boarding process for employees, updating the Staff Handbook, and improving employee training. As a result, in 2018-2019, HR staff will work on identifying metrics for the revised SO.

Decision/Recommendation. Based on the analysis of the 2017-2018 results, in 2020-2021, to drive continuous improvement HR unit will:

- conduct an onboarding session with all new hires to support them through the first year of employment
- conduct a comprehensive review of the Staff Handbook with all employees of the HR Unit to make necessary updates
- pilot a training system for employees with a focus on soft skills, technical skills and leadership development

Measure 4.3. Establish employee incentives for knowledge gained or health improvement plan/methodology.

Finding. Target was not met.

Analysis. In 2017-2018, the target was not met. Based on the analysis of the 2017-2018 results, it was determined the SO should be revised to address issues such as revamping the on-boarding process for employees, updating the Staff Handbook, and improving employee training. As a result, in 2018-2019, HR staff will work on identifying metrics for the revised SO.

Decision/Recommendation. Based on the analysis of the 2017-2018 results, in 2020-2021, to drive improvement HR will:

- conduct an onboarding session with all new hires to support them through the first year of employment
- conduct a comprehensive review of the Staff Handbook with all employees of the HR Unit to make necessary updates
- pilot a training system for employees with a focus on soft skills, technical skills and leadership development

SO 5. Establish a Human resource information management system to benefit current NSU employees.

Measure 5.1 Acquire a Human Resources Information System (HRIS) with metrics and compliance features to recruit and support onboarding electronically by spring 2019.

Finding. Target was not met.

Analysis. In 2017-2018, the target was not met. Based on the analysis of the 2017-2018 results, the target was not met due to the cost of a potential system. As a result, in 2018-2019, HR will explore ways to create a fully electronic onboarding process.

Decision/Recommendation. Based on the analysis of the 2017-2018 results, in 2020-2021, to drive improvement we will work with the Information Technology Services to create an in-house system.

Measure 5.2 Update and conduct exit interviews on 100% of those departing to determine causes for departure and develop retention strategies.

Finding. Target was not met.

Analysis. In 2017-2018, the target was not met. Based on the analysis of the 2017-2018 results, 100% participation is not expected to occur, as there always will be non-cooperating employees. As a result, for this measure should be revised to 80% to account for unique situations, such as employee non-cooperation or loss of contact.

Decision/Recommendation. Based on the analysis of the 2017-2018 results, in 2020-2021, to seek improvement we will conduct exit interviews on 80% of employees departing employment.

Measure 5.3 Update policies and procedures based on data and feedback collected from employees and surveys annually.

Finding. Target was not met.

Analysis. In 2017-2018, the target was not met. Based on the analysis of the 2017-2018 results, the lack of software and change in management did not allow for any updates to policies and procedures. As a result, in 2018-2019, HR will revise the measure, because changes are to be made based upon NSU, State, and Federal law.

Decision/Recommendation. Based on the analysis of the 2017-2018 results, in 2020-2021, to drive improvement we will review hiring policies and procedures with feedback from employees and University leadership.

Assessment Cycle 2019 – 2020

Comprehensive Summary of Key Evidence of improvement based on the analysis of results.

- Key Leadership was hired in the Department in July 2019. The filling of this vacancy will allow for proper guidance, tracking and reporting of assessment cycle.

- A change in the onboarding process to include a comprehensive review of University history, policies and benefits was introduced.

- Participation in University Leadership meetings by the Director to improve the hiring process was established.

Plan of action moving forward:

With the guidance of new leadership and using the recommendations from HR consultant, Dr. Courtland Chaney as a guide, the unit will train its staff to handle more comprehensive HR roles in the areas of recruiting, staffing, and compliance. This will result in an increased effectiveness of the unit.