

AY 2017 – 2018 Assessment

Office of Institutional Effectiveness and Human Resources

Division or Department: Institutional Effectiveness

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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 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. Not met based on survey results.

Analysis. In 2016-2017 the target was not met. Unfortunately, feedback received was several weeks or months after the occurrence of support and therefore lacked the opportunity to resolve the issue. In the analysis of these results in 2017-2018, initial plans were made to replace the general survey by soliciting more frequent and immediate feedback and targeting the user requests measured to routine requests. As a result in 2017-2018, most of our routine requests are resolved.

Decision/Recommendation. Based on the analysis of these results from 2017-2018 it was recommended to replace the general survey to more instant and frequent feedback. By doing so we will be better able to address and resolve any concerns raised by the customer.

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. Not met based on survey results.

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Analysis. In 2016-2017 the target was not met based on the survey issues presented in Measure 1.1. We began initial plans in 2017-2018 to replace the survey to solicit more immediate and frequent feedback following user interactions of routine requests. As a result in 2017-2018, we have been able to resolve most of our routine issues and requests.

Decision/Recommendation. Based on the analysis of these results from 2017-2018, it was recommended to replace the survey with more frequent and instant feedback. Doing so will allow us to better measure our performance in resolving user requests.

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. Not Met. Employee complaints are infrequent and usually complex and cannot all be resolved in 3-5 days.

Analysis. In 2016-2017, the target was not met. In the analysis of 2017-2018, we have specified employee issues to routine employee requests. As a result in 2017-2018, we had a good response rate. Most employee issues brought to the attention to the department are generally resolved in this time frame or less. Less frequent, more complex issues such as visa transfers depend on obtaining contact with immigration attorneys to handle.

Decision/Recommendation. Based on the analysis of these results from 2017-2018, revise this goal to differentiate between routine and complex issues. Implement instant feedback surveys.

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. Not met. There is no system of accountability implemented to ensure timely participation and deter non-compliance.

Analysis. In 2016-2017, the target was not met based on the most recent report. In 2017-2018, it was determined that the long-standing policy and procedures was confusing to employees. The original policy did not specify which employees were required to disclose and what approvals were necessary. The Human Resources office was inexplicably not in receipt of many forms that was otherwise delivered to the office. As a result in 2017-2018, a new process was introduced this year to simplify the process by defining the employees that were required to disclose and when additional approvals were required. As a result, there were less than 100 unreported cases from the total number of employees eligible.

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Decision/Recommendation. Based on the analysis of these results from 2017-2018, the target was revised to 80% based on previous year's participation. There were 97 unreported cases this year out of a total of approximately 790 current employees. That is an 87% participation rate.

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

Finding. Not met based on monthly reports.

Analysis. In the analysis of these results in 2016-2017, we ensured that corrections are made by the monthly deadlines. As a result in 2017-2018, our accuracy rate is over 90%. Prior to instituting this change, the error reports that used to be entire spreadsheets were now reduced on average of less than 5 each month. No specific time period was determined to fulfill this goal, but there has been a significant improvement in accuracy.

Decision/Recommendation. Based on the analysis of these results from 2017-2018, it was recommended to revise the goal to 90% based on the number of staff members who are new or inexperienced in LaGov. The department has met this goal. The reports from 2016 that contained erroneous entries from prior years have been corrected.

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. Met based on the most recent audit.

Analysis. In 2016-2017, the target was met. In the analysis of these results, the Executive Director requested each staff member to submit contributions to develop department operations manual to replicate these findings as the department evolves. As a result in 2017-2018, we are working to compile department processes to replicate findings such as these each year.

Decision/Recommendation. Based on the analysis of these results from 2017-2018, to continue 100% compliance in the future, it is recommended to train an additional staff member in this process and developing a department operations manual.

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. Not met based on reports from 2016 to 2018.

Analysis. In 2016-2017, the target was not met based on the lack of data to determine this goal. In 2017-2018, we have advertised more frequently in the campus-wide

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announcements. As a result in 2017-2018, there was an increase in participation from 2016-2017. This requires employee participation and availability of open appointments.

Decision/Recommendation. Based on the analysis of these results from 2017-2018, we need to revise the goal on increments of 2% each year based on the current number of employees eligible to participate. Participation has increased each year since 2016.

Measure 2.5. Achieve 100% compliance of 2018 Louisiana State Civil Service audit.

Finding. Not met based on audit results.

Analysis. In 2016-2017, the target was not met. In the analysis of these results, we implemented the recommendations from the 2017 drop-in review. As a result in 2017-2018, we corrected most of the findings from the 2017 drop-in review in the 2018 full audit. Mandatory supervisory training was implemented to further eliminate additional findings to meet this target.

Decision/Recommendation. Based on the analysis of these results from 2017-2018, corrective actions and new processes were developed to become on track for meeting this measure. Based on the timing of the audit, this measure needs to be revised to take two years to achieve. It was also recommended that mandatory supervisory training is needed to assist in meeting this target.

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. Met based on department processes.

Analysis. In 2016-2017, the target was met. In the analysis of these results, in 2017-2018, we continue to communicate with hiring supervisors to ensure that their recruitment needs are met. As a result in 2017-2018, the department has not been made aware of any instances during this assessment cycle in which this goal has not been met.

Decision/Recommendation. Based on the analysis of these results from 2017-2018, we will continue to communicate with hiring supervisors to ensure that we are meeting this target.

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

Finding. Met based on past performance.

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Analysis. In 2016-2017, the target was met. In the analysis of these results in 2017-2018, we continue to communicate with hiring supervisors to ensure that their recruitment needs are met. As a result in 2017-2018, the department has not been made aware of any instances during this assessment cycle in which this goal has not been met.

Decision/Recommendation. Based on the analysis of these results from 2017-2018, we will continue to communicate with hiring supervisors to ensure that we are meeting this target.

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. The target was not met as we research compliance with Civil Service rules and state regulations.

Analysis. In 2016-2017, the target was not met. In the analysis of these results in 2017-2018, our department circulated electronic health and wellness newsletters. As a result in 2017-2018, this program was revised to comply with Civil Service rules and state regulations.

Decision/Recommendation. Based on the analysis of these results from 2017-2018, this goal was modified to comply with Civil Service rules and state regulations.

Measure 4.2 Develop formal mentoring and reverse-mentoring programs by spring 2018.

Finding. The target was not met.

Analysis. In 2016-2017, the target was not met. In the analysis of these results in 2017-2018, employees are encouraged to initiate mentorships with those that align with their professional goals, until the department can begin researching a formal, campus-wide alternative. As a result in 2017-2018, the department has not implemented a formal initiative.

Decision/Recommendation. Based on the analysis of these results from 2017-2018, employees will still be encouraged to engage in informal networks as the department researches alternatives.

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

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Finding. This target was met based on the Civil Service compensation rules.

Analysis. In 2016-2017, the target was not met. In the analysis of these results, in 2017-2018, our department promoted the Diabetes Prevention Program offered through our employer-sponsored health plan. Through its website, this program provides a free professional health coach, scale, fitness tracker, and support group to at-risk employees. As a result in 2017-2018, the participation rates are pending disclosure of information from the program.

Decision/Recommendation. Based on the analysis of these results from 2017-2018, the department will continue to promote incentives offered through our employer-sponsored health plan to support healthy lifestyles.

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 2018.

Finding. This finding was met based on our current database. Our metric system has been met through the built-in reporting software.

Analysis. In 2016-2017, this target was met as an initiative of the university administration. In the analysis of these results in 2017-2018, the department explored processes to create a fully-electronic recruiting and onboarding process. As a result in 2017-2018, vendors were researched for the most efficient and cost-effective solution. Several options have been explored to increase efficiency, which includes eliminating dual entry of information, integrating personnel actions directly to payroll, and implementing employee self-service. Once an alternative has been identified, the department will work to acquire approval and funding along with the buy-in of departments campus-wide.

Decision/Recommendation. Based on the analysis of these results from 2017-2018, the department will continue to research all-inclusive software to operate more efficiently.

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

Finding. This target was not met due to rare situations beyond the control of the department such as employee non-cooperation or loss of contact.

Analysis. In 2016-2017, the target was not met. In the analysis of these results in 2017-2018, this target is generally met with the exception of non-cooperating employees or those unable to contact. As a result in 2017-2018, there was a response rate of nearly 100%.

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Decision/Recommendation. Based on the analysis of these results from 2017-2018, the target should be revised to 95% to account for unique situations such as employee non-cooperation or loss of contact.

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

Finding. This target has not been met.

Analysis. In 2016-2017, the target was not met. In the analysis of these results, to ensure compliance with all applicable state and federal laws, the department should consider purchasing a staff handbook software. As a result in 2017-2018, the department reviewed quotes to purchase this software.

Decision/Recommendation. Based on the analysis of these results from 2017-2018, the department will consider purchasing the handbook software to customize based on university policies and procedures.

Comprehensive summary of key evidence of improvement based on analysis of results.

- Replaced the general survey by soliciting more frequent and immediate feedback and targeting the user requests measured to routine requests and as a result most routine requests and issues are generally resolved within 3-5 days.
- Ensured through monthly audits the accuracy of State Civil Service Inquiry Reports through LaGov, the state employee-reporting platform and as a result we are nearing 100% accuracy.
- Participation in the employee health premium reduction program has increased based on the new process of circulating an electronic health and wellness newsletters.
- The 2018 Civil Service full audit results revealed a significant reduction in findings from the drop-in review in 2017 by implementing the recommendations from the 2017 drop-in review.
- The department has established a process to track and measure metrics with the use of the Argos reporting system.
- The department now promotes a health and wellness program that offers free resources for maintaining a healthy lifestyle
- The department initialized plans to solicit more frequent and immediate feedback from our users.

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Plan of Action Moving Forward.

- Complex employee issues will not be included in measuring resolution time of user requests.
- Train additional staff members to replicate positive audit findings consistently.
- Develop a department operations manual.
- Update the staff handbook with the inclusion of new policies.
- Mandatory supervisor training on new processes will be implemented to eliminate additional Civil Service audit findings.