

# Assessment Cycle 2020 - 2021

## 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 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 to be used in strategic planning and 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 of information is in accordance with 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 the management of the employment cycle to include recruitment, onboarding, development, retention, and separation. The Department also provides support to supervisors as they navigate policies, procedures, and practices to ensure an effective operation of 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.

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## 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 2019-2020, the target was not met.

Based on the analysis of 2019-2020, the plan of action was to develop a general survey that would provide frequent feedback to HR staff on the efficiency and effectiveness of the delivery of services to employees. In March 2020, the University under an Executive Order issued by Governor Edwards, transition its operations, wherever possible to a telework status. This created a challenge in the development and distribution of a survey to collect feedback from employees on their experience(s) with HR staff.

As a result, in 2020-2021, the Department leadership continued to solicit verbal feedback from supervisors, faculty members, and staff on their experiences in dealing with HR direct-line staff member. The reporting of any dissatisfaction was handled on a case-by-case basis.

**Decision/Recommendation.** Based on the analysis of the 2020—2021 results, in 2021-2022 HR will make customer service a focal part of the unit’s operation. A survey will be developed and implemented to drive continuous improvement in the services offered by the Department.

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

**Finding.** Target was not met.

**Analysis.** In 2019-2020, the target was not met, as it was not tracked. HR staff members along with the Department leadership will need to develop a system in which to document employee issues and complaints. The Human Resources email account is not used by all but may be offered as a tool in which to gather the issues and complaints as well as document the resolution.

**Decision/Recommendation.** Based on the analysis of the 2020-2021 results, in 2021-2022 all employees will be directed to the Human Resources email account to report any HR related issues or complaints.

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

**Finding.** Target was met.

**Analysis.** In 2019-2020, the target was met.

Based on the analysis of 2019-2020, Human Resources staff developed and began offering a comprehensive onboarding process for new hires. This created a change in how new hires gathered information on benefit eligibility, University policies and procedures and other important information regarding the day-to-day operations.

**Decision/Recommendation.** An analysis of the 2020-2021 results reveals a need for a virtual onboard program that will allow the safe delivery of the onboarding process. Adjustments made to operations because of the COVID-19 global pandemic no longer allows for face-to-face interaction among employees. In 2021-2022 HR will develop a virtual onboarding program.

<p><b>SO 2: Ensure accurate, complete, and comprehensive reporting for all State mandated reporting requirements.</b></p>
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**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 2019-2020, the target was not met. There continues to be a lag or refusal of reporting from some employees. To some employees, the reporting is viewed in a negative manner.

Based on the analysis of the 2019-2020 results, in 2020-2021 a more concentrated effort to engage Department Supervisors in the collection of the forms was implemented. This along with direct contact with those employees expressing concerns in completing the form produced an increase in the collection of completed forms.

**Decision/Recommendation.** Based on the analysis of the 2020-2021, in 2021-2022 the unit will establish an educational campaign to be conducted before the next reporting season to share with employees the background behind the required 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 2019-2020, the target was not met. The Department continues fail to regularly input and change employment data in the LaGov system. This process should

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be conducted at the time of hiring or change of status for an employee. HR staff has expressed concerns with having to upload employee data in three (3) different systems.

Based on the analysis of the 2019-2020 results, in 2020-2021 HR staff were provided with additional training opportunities to assure their knowledge of the State system. Email communications from the State were sent to the HR Director to assure changes were made timely. Response time improved to a 1-2 business day response.

**Decision/Recommendation.** Based on the analysis of the 2020-2021 results, in 2021-2022 the Department will run an in-house monthly report to compare other system data and to catch any errors in system 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 2019-2020, the target was not met. HR staff continues to struggle with timely reporting of the certified salaries to TRSL. Due to the pandemic, staff from TRSL were unable to travel to the campus to provide support in the review of personnel records. This left a small number of employees who were not certified in a timely manner.

As a result, in 2020-2021, the University was charged interest on the outstanding contributions.

**Decision/Recommendation.** Based on the analysis of the 2020-2021 results, in 2021–2022 designated HR staff will contact TRSL for support on how to maintain certification of salaries throughout the year in preparation of annual reporting.

<b>SO 3. Create a hiring process aligned with the University's Inclusion and Diversity Initiative.</b>
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**Measure 3.1** – Provide a uniformed method in which to receive resumes for interested applicants for vacant positions.

**Finding.** Target met.

**Analysis.** In 2019-2020 the target was met. Based on the analysis of the 2019-2020 results, most staff and faculty vacancies were posted on normal recruitment sites, Louisiana State Civil Service, and the University's website. The creation of an email account designated for recruitment efforts was created. The email account is monitored by the leadership of the Human Resources Department. Before forwarding applicants to hiring managers, a review of the submissions is conducted to assure applicants meet the minimum requirements and have submitted a completed packet. The [apply@nsula.edu](mailto:apply@nsula.edu) account provides a uniformed secured way for interested applicants to apply for job vacancies.

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**Decision/Recommendation.** Based on the analysis of the 2020-2021 results, in 2021–2022 HR will move to an applicant tracking system to create a more inclusive review of applicants in hopes of netting a more diverse pool of qualified applicants. The applicant tracking system would also allow the University to create reports to satisfy required EEO reporting.

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

**Finding.** Target met.

**Analysis.** In 2019 – 2020 the target was met

As a result, in 2020-2021, HR became to play an active role in the interview process. Through the Director and unit staff, interview/search panels were strategically selected diversifying the process. Hiring Managers and HR staff collectively worked to produce a fair screening of applicants through behavioral-based interviewing.

**Decision/Recommendation.** HR recommends that all hiring managers and search committee members participate in training that will continue to encourage the University's diversity initiatives.

**Comprehensive Summary of Key Evidence of Improvements Based on Analysis of Results.** HR leadership made several decisions after examining results of data analysis from Assessment Cycle 2019-2020 which resulted in improved human resources processes for Assessment Cycle 2020-2021.

- Created a comprehensive onboarding process for new hires.
- Created an email account designated for recruitment efforts of vacant staff and faculty positions.
- Began to provide support to hiring managers throughout the interview process created a more uniformed and professional process.
- Created a direct line of communication between 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 2020-2021 and will take the following steps to continue to improve human resources processes for Assessment Cycle 2021-2022:

- Continue to work on employee engagement by expanding communication between employees and HR staff during onboarding processes. Extending the process through year one of employment.
- Upgrade HR processes using innovative software that will automate most processes.
- Begin to work closely with the Office of Inclusion and Diversity to assure the alignment of HR processes with the University's Diversity initiatives.