2017-2018 Assessment Cycle VPAF_Human Resources and EEOC

Mission (due 12/4/17)

University Mission

The University of Louisiana at Lafayette offers an exceptional education informed by diverse worldviews grounded in tradition, heritage, and culture. We develop leaders and innovators who advance knowledge, cultivate aesthetic sensibility, and improve the human condition.

University Values

We strive to create a community of leaders and innovators in an environment that fosters a desire to advance and disseminate knowledge. We support the mission of the university by actualizing our core values of equity, integrity, intellectual curiosity, creativity, tradition, transparency, respect, collaboration, pluralism, and sustainability.

University Vision

We strive to be included in the top 25% of our peer institutions by 2020, improving our national and international status and recognition.

College / VP and Program / Department Mission

Mission of College or VP-area
Provide the mission for the College or VP-area in the space provided. If none is available, write "None Available in 2017-2018."
We provide high-quality, cost-effective services in support of the research, education, and service missions of the University of Louisiana at Lafayette.

The Division is responsible for the University's physical environment and business operations that contribute to providing exceptional experiences for our students, faculty, staff, and visitors.

Mission of Program / Department
Provide the program / department mission in the space provided. The mission statement should concisely define the purpose, functions, and key constituents. If none is available, write "None Available in 2017-2018."
The mission of Human Resources Department is to develop and sustain a dynamic work environment that fosters a culture of excellence by empowering our academic and administrative sectors through education, transparency, and subject matter expertise. Maximizing best practices in Human Resources services will enable the University to acquire, retain, and support a diverse and inclusive faculty and staff, fostering an environment for exceptional education.

Attachment (optional)
Upload any documents which support the program / department assessment process.

Assessment Plan (due 12/4/17)
Assessment Plan (Goals / Objectives, Assessment Measures and Criteria for Success)

Assessment List

Goal/Objective	Standardize the expedience of hiring procedures, which will expedite hires, and empower hiring managers. The University went live with Cornerstone integrated Personnel software November 1st, automating position approval. Furthermore, we are also developing electronic Personnel Action Forms (ePAFs) which will automate personnel approvals in early 2018.
Legends	OO - Outcome/Objective (administrative units);
Standards/Outcomes	
Assessment Measures	

Assessment Measure	Criterion	Attachments
Indirect - Benchmarking	We will conduct an audit of position personnel action requests to determine the timeliness of approval from initiation to processing. Our goal is no action to require more than a 2-week approval period for either type of request. We will measure average-time-to-approve from our analog paper process and compare to time-of-approval in our new automated systems to determine efficacy.	

Goal/Objective	Identify reasons for resignations through the implementation of exit interview processes.(Imported)
Legends	OO - Outcome/Objective (administrative units);
Standards/Outcomes	
Assessment Measures	

Assessment Measure	Criterion	Attachments
Indirect - Survey - employer	Create and utilize an exit interview process to identify common trends that adversely affect retention. Utilize metrics to advise campus leadership of retention and turnover trends, to create a plan for improvement	

Goal/Objective	The office of Human Resources has created a procedure for extra compensation of nonexempt employees. During the last year, HR has worked to align FLSA designations more accurately in accordance to Department of Labor standards. This new process limits nonexempt employees to only one job/position with the University in order to remain compliant with over-time pay regulations. This will eliminate an undue administrative burden for time-tracking, cross-departmental budgeting, and contribute to overall fiscal responsibility of University resources. HR staff have implemented a vetting process during the approval of personnel actions to identify any non-compliant requests.

Legends	OO - Outcome/Objective (administrative units);		
Standards/Outcomes			

Assessment Measures			

Assessment Measure	Criterion	Attachments
Direct - Statistical Analysis (Other)	Eliminate all instances of nonexempt employees with more than one position. We will conduct a census of nonexempt employees and corresponding jobs to determine efficacy of this new process during the next assessment period.	

Goal/Objective	The staff of Human Resources will be building both Performance and Succession modules within the Cornerstone integrated software suite. The Performance function will provide a structured evaluation vehicle for all employees (Classified, Unclassified, and Faculty) to self-assess abilities, communicate professional development needs to their supervisors, and provide a dynamic environment for employees and their supervisors to build upon employee strengths, and strategically align employee assessment/development with the overall mission of their organizational unit. The Succession product enables the University to project and plan for the needs created by the retirement and/or separation of faculty and staff, ensuring that institutional information remains with the University, and that smooth transitions occur, despite personnel changes. Furthermore, this product will empower employees to identify career-goals and opportunities within our agency, contributing to both retention and overall employee morale.
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Standards/Outcomes	
Assessment Measures	

Assessment Measure	Criterion	Attachments
Direct - Project	To go-live and provide meaningful training with the University community during the Spring Semester 2018.	

Program / Department Assessment Narrative

The primary purpose of assessment is to use data to inform decisions and improve programs (student learning) and departments (operations); this is an on-going process of defining goals and expectations, collecting results, analyzing data, comparing current and past results and initiatives, and making decisions based on these reflections. In the space below, describe the program's or department's overall plan for improving student

learning and/or operations (the "assessment plan"). Consider the following:
1) What strategies exist to assess the outcomes?
2) What does the program/department expect to achieve with the goals and objectives identified above?
3) How might prior or current initiatives (improvements) influence the anticipated outcomes this year?
4) What is the plan for using data to improve student learning and/or operations?
5) How will data be shared within the Program/Department (and, where appropriate, the College/VP-area)?

Assessment Process

The Office of Human Resources plans to increase their capacity and presence within the University Community, through the expansion of staff, and maximizing the potential of technological resources. This evolution of the HR function builds upon the process-improvement and automation of past assessment periods. As our team continues to grow both is scope and expertise, we hope to establish a strategic assessment group within HR to facilitate achievement of our Goals, and identify other areas of improvement that can support both the mission of our department, and also of the overall University.

Results & Improvements (due 9/15/18)

Results and Improvement Narratives

Assessment List Findings for the Assessment Measure level for Standardize the expedience of hiring procedures, which will expedite hires, and empower hiring managers. The University went live with Cornerstone integrated Personnel software November 1st, automating position approval. Furthermore, we are also developing electronic Personnel Action Forms (ePAFs) which will automate personnel approvals in early 2018.

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Assessment Findings	

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Assessment Measure	Criterion	Summary	Attachments of the Assessments	Improvement Narratives
Indirect - Benchmarking	Has the criterion We will conduct	With the implementation of		- Policy / Process /

		an audit of position personnel action requests to determine the timeliness of approval from initiation to processing. Our goal is no action to require more than a 2-week approval period for either type of request. We will measure average-time-to-approve from our analog paper process and compare to time-of-approval in our new automated systems to determine efficacy. been met yet? Met	Cornerstone position requisitions, we've seen an average time-to-approve shrink from an average of 6-8 weeks on paper to an average of 3-4 weeks, depending on the length of the approval chain in the respective area. This has facilitated a more expedited recruitment process and cut down the time-to-hire burden on hiring managers.		Procedural: Anticipated additional automation through the rollout of electronic Personnel action forms (PAFs) by year's end, to better expedite the overall hiring life-cycle process.

Assessment List Findings for the Assessment Measure level for Identify reasons for resignations through the implementation of exit interview processes.(Imported)

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Assessment Measure	Criterion
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Assessment Findings	

Assessment Measure	Criterion	Summary	Attachments of the Assessments	Improvement Narratives
Indirect - Survey - employer	Has the criterion Create and utilize an exit interview process to identify common trends that adversely affect retention. Utilize metrics to advise campus leadership of retention and turnover trends, to create a plan for improvement been met yet? Not met	Our office was unable to implement this major process change in this current cycle; however, with the addition of two Sr. HR Business Partners, we are looking to build better relationships across the enterprise to better under retention issues and provide hands-on solutions to reduce turnover and retain essential talent.		- Policy / Process / Procedural: As employee relations function continues to build-out capacity for support to department heads, we anticipate development of a better exit process, including surveying to help support retention and minimize turnover of talent.

Assessment List Findings for the Assessment Measure level for The office of Human Resources has created a procedure for extra compensation of nonexempt employees. During the last year, HR has worked to align FLSA designations more accurately in accordance to Department of Labor standards. This new process limits nonexempt employees to only one job/position with the University in order to remain compliant with over-time pay regulations. This will eliminate an undue administrative burden for time-tracking, cross-departmental budgeting, and contribute to overall fiscal responsibility of University resources. HR staff have implemented a vetting process during the approval of personnel actions to identify any non-compliant requests.

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Assessment Measure	Criterion

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Assessment Findings	

Assessment Measure	Criterion	Summary	Attachments of the Assessments	Improvement Narratives
Direct - Statistical Analysis (Other)	Has the criterion Eliminate all instances of nonexempt employees with more than one position. We will conduct a census of nonexempt employees and corresponding jobs to determine efficacy of this new process during the next assessment period. been met yet? Met	This objective has been met through periodic auditing and vetting of all personnel requests that are submitted for approval through our office. Through consistent application of this practice and thorough examination of position descriptions and their respective FLSA designations, we've been able to successfully eliminate this prior compliance issue.		- Policy / Process / Procedural: Continued focus on compliance and auditing should help continue to consistent application of this practice.

Assessment List Findings for the Assessment Measure level for The staff of Human Resources will be building both Performance and Succession modules within the Cornerstone integrated software suite. The Performance function will provide a structured evaluation vehicle for all employees (Classified, Unclassified, and Faculty) to self-assess abilities, communicate professional development needs to their supervisors, and provide a dynamic environment for employees and their supervisors to build upon employee strengths, and strategically align employee assessment/development with the overall mission of their organizational unit. The Succession product enables the University to project and plan for the needs created by the retirement and/or separation of faculty and staff, ensuring that institutional information remains with the University, and that smooth transitions occur, despite personnel changes. Furthermore, this product will empower employees to identify career-goals and opportunities within our agency, contributing to both retention and overall employee morale.

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	The Succession product enables the University to project and plan for the needs created by the retirement and/or separation of faculty and staff, ensuring that institutional information remains with the University, and that smooth transitions occur, despite personnel changes. Furthermore, this product will empower employees to identify career-goals and opportunities within our agency, contributing to both retention and overall employee morale.
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Direct - Project	To go-live and provide meaningful training with the University community during the Spring Semester 2018.

Assessment Findings	

Assessment Measure	Criterion	Summary	Attachments of the Assessments	Improvement Narratives
Direct - Project	Has the criterion To go-live and provide meaningful training with the University community during the Spring Semester 2018. been met yet? Not met	Performance Evaluations have been implemented and rolled out thus far for all of our Classified fulltime employees (approximately 500). The expedience and reduction of effort to complete plannings for the current evaluation period have proven valuable to both our HR function, and to end users. The workflows/procedures for Unclassified Staff, Faculty, and Executive staff reviews have also been developed, and are anticipated for a rollout before year's end 2018. Succession and Learning modules are still in the configuration stage, but will take priority once Performance modules have been rolled out fully in the coming months.		- Policy / Process / Procedural: Anticipated completion of rollout for Performance by year's end, which will free up resources and time to complete the configuration of succession and learning modules in early 2019.

Reflection (Due 9/15/18)

Reflection

The primary purpose of assessment is to use data to inform decisions and improve programs and operations; this is an on-going process of defining goals and expectations, collecting results, analyzing data, comparing current and past results and initiatives, and making decisions based on these reflections. Recalling this purpose, respond to the questions below.

1) How were assessment results shared in the program / department?
Please select all that apply. If "other", please use the text box to elaborate.
Distributed via email
Presented formally at staff / department / committee meetings (selected)
Discussed informally (selected)
Other (explain in text box below)

2) How frequently were assessment results shared?

Frequently (>4 times per cycle)
Periodically (2-4 times per cycle) (selected)
Once per cycle
Results were not shared this cycle

3) With whom were assessment results shared?
Please select all that apply.
Department Head (selected)
Dean / Asst. or Assoc. Dean
Departmental assessment committee (selected)
Other faculty / staff

4) Consider the impact of prior applied changes. Specifically, compare current results to previous results to evaluate the impact of a previously reported change. Demonstrate how the use of results improved student learning and/or operations.

The overall product of process changes and improvements have contributed to a more expedient hiring process, which positively affects the quality of talent attracted to University vacancies. Furthermore, implementing better performance processes, as well as focusing on compliance, we're better able to retain and reward essential employees. Cultivating a top quality employee pool directly contributes to the best learning environment and experience for students of the University. Value was also added by coordinating with the Provost office to be aware of hiring priorities that expedite recruiting and filing positions essential to student needs.

5) Over the past three assessment cycles, what has been the overall impact of "closing the loop"? Provide examples of improvements in student learning, program quality, or department operations that are directly linked to assessment data and follow-up analysis.

The majority of HR changes have affected department operations by automating manual hiring processes, and providing

a modern recruitment product (Cornerstone), which has enabled Academic areas to hire better talent faster to meet the ever-changing needs of our Colleges and Departments. This assessment exposed the need to work with other function areas to collectively pursue the goals and mission of the University, and the value added through collaboration.

Attachments (optional)
Upload any documents which support the program / department assessment process.