

# University of Louisiana at Lafayette

## Detailed Assessment Report 2015-2016 Human Resources and EEOC Officer

As of: 11/21/2016 12:49 PM CENTRAL

(Includes those Action Plans with Budget Amounts marked *One-Time, Recurring, No Request.*)

### Mission / Purpose

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The mission of Human Resource Services is to develop and sustain a dynamic work environment that fosters a culture of excellence by applying best in practice services to advance the overall mission of the University through the acquisition, retention and support of a diverse and inclusive faculty and staff.

### Other Outcomes/Objectives, with Any Associations and Related Measures, Targets, Findings, and Action Plans

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#### **O/O 1: Transparency and Efficiency in Hiring Practices**

Better standardization/transparency with hiring procedures, which will expedite hires, and empower hiring managers.

#### Related Measures

##### **M 1: Standardization of Hiring practices**

We plan to better disseminate information on routing structures/hierarchy, definitions of different employee classifications on the HR Site, etc. We will work to develop a Manager's toolbox that will empower hiring managers with precise instructions, and implement standardized methods to expedite approval of personnel actions.

Source of Evidence: Service Quality

##### **Target:**

Our goal for either vacancy or new hire approvals is 2 weeks from the date of submission to final approval.

##### **Finding (2015-2016) - Target: Partially Met**

During the Assessment period, our office was able to introduce standardized hiring documents in the form of Position (PRF) and Personnel Action (PAF) Forms. The speed of approvals did not on average meet the target of 2 weeks, as we still ran into issues with paper routing/logging; however, the accuracy of personnel actions has increased with standardized documents replacing free form memos and letters. Our office also introduced a vetting stage of approval, where PRF/PAFs first route to HR for quality checks, to minimize the chance of revisions or further delays to processing.

##### **Related Action Plans (by Established cycle, then alpha):**

##### **Optimize technology and Internal practices to expedite approvals**

As we enter the second phase of our ERP project, Talent Management, we hope to leverage technology (Electronic approvals, EPAFs, etc.), we anticipate greater success with the speed of approvals for actions. This will also aid with transparency of approvals, and highlight areas for improvement in the approval chain. Additionally, our office will be addressing the delegation of signatory authority, to streamline the routing structure, and hopefully eliminate unnecessary delays.

**Established in Cycle:** 2015-2016

**Implementation Status:** Planned

**Priority:** High

**Relationships (Measure | Outcome/Objective):**

**Measure:** Standardization of Hiring practices |

**Outcome/Objective:** Transparency and Efficiency in Hiring Practices

**O/O 3: Employee Benefits Satisfaction**

Provide the best-possible Total Rewards package, including Benefits and compensation, to prospective and current employees. With a focus on work-life balance, we will strive to recruit and retain the best possible workforce for the University.

Related Measures

**M 3: Benefits Satisfaction**

Strive to become an "employer-of-choice" through developing a preferred benefits package. We will strive to align Benefits with the needs of current and prospective staff, through market research and employee surveys. We will better publicize this information to prospective employees utilizing our website and other modes of communication.

Source of Evidence: Student satisfaction survey at end of the program

**Target:**

Our Target is to increase the modes of communication and visibility of Benefits information to employees by utilizing the Portal, University newsletter, and other available outlets.

**Finding (2015-2016) - Target: Not Reported This Cycle**

At this time, our Benefits have not yet changed from the prior year, so we did not survey Benefits satisfaction this cycle. We do anticipate the following changes that should be effective during the next assessment period:

- a. Changes to the Group Dental plan: Tiers of services, and required length of enrollment for coverage will be amended to provide a better benefit to all enrollees.
- b. Changes to the Group Longterm Disability Plan, increasing the maximum disability benefit allowed.
- c. Flex Spending (Cafeteria Plan) may possibly be switched to a 3rd party administrator, rather than managed in-house, improving the level of service provided.

Related Action Plans (by Established cycle, then alpha):

**Survey for satisfaction**

Will survey in a year to measure how satisfaction with communications has increased.

**Established in Cycle:** 2014-2015

**Implementation Status:** Planned

**Priority:** High

**Relationships (Measure | Outcome/Objective):**

**Measure:** Benefits Satisfaction | **Outcome/Objective:**

Employee Benefits Satisfaction

**Survey Benefits Satisfaction through Open Enrollment**

The University's open Enrollment period is in October 2016. We plan to utilize our Benefits Fair held that month to conduct satisfaction surveys. We hope to use this information to better inform changes to plans as we continue to improve our Benefits package.

**Established in Cycle:** 2015-2016

**Implementation Status:** Planned

**Priority:** High

**Relationships (Measure | Outcome/Objective):**

**Measure:** Benefits Satisfaction | **Outcome/Objective:**  
Employee Benefits Satisfaction

**O/O 5: Employee Satisfaction and Retention.**

We will strive to recruit and retain the best possible workforce for the University and reduce turnover.

**Related Measures**

**M 5: Reduce Turnover**

Identify reasons for separation through the implementation of exit interview processes. Utilizing this measure, we hope to reduce overall turnover and retain quality employees.

Source of Evidence: Client satisfaction survey (student, faculty)

**Target:**

Reduce turnover by 5% for FY 2015-2016

**Finding (2015-2016) - Target: Not Met**

In the last assessment period, the University completed the transition from our legacy system of record, to Banner as our ERP. Due to this transition, turnover data analysis would not be reliable with data straddling 2 systems. We do anticipate in the near future conducting such analysis, to provide these metrics.

While we did not initiate a standard exit interview, we have provided a mechanism for more open communication between our employee relations department in HR and the employee community.

**Related Action Plans (by Established cycle, then alpha):**

**Turnover control**

HR will implement metrics for measuring turnover through exit interviews, departmental outreach, and data tracking.

**Established in Cycle:** 2014-2015

**Implementation Status:** Planned

**Priority:** High

**Relationships (Measure | Outcome/Objective):**

**Measure:** Reduce Turnover | **Outcome/Objective:** Employee Satisfaction and Retention.

**Conduct accurate analysis of Data/Institute Exit Interview Process**

Accurate turnover data will be more readily available in the near future, as our new system of record, Banner, becomes more complete and data no longer entered in our legacy system. We plan to utilize turnover data, identify themes in exit reasons, and address areas of concern (compensation, departments with high turnover, etc.). Furthermore, we plan to utilize Cornerstone Talent Mgmt to empower employees in their own Professional Development, which we believe will positively affect turnover for the University.

**Established in Cycle:** 2015-2016

**Implementation Status:** Planned

**Priority:** High

**Relationships (Measure | Outcome/Objective):**

**Measure:** Reduce Turnover | **Outcome/Objective:** Employee Satisfaction and Retention.

**O/O 6: Better Student Employee Coordination**

With more communication and integrated procedures, we will strive to better service student employees.

### Related Measures

#### **M 6: Reduce Off-cycle Checks: Student Payroll**

Reduce Off-cycle checks for student employees through better communication, more flexible pay schedules, and Consolidated procedures between HR and Student Payroll personnel.

Source of Evidence: Efficiency

#### **Target:**

Reduce Off-cycle checks by 10% for FY 2015-2016.

#### **Finding (2015-2016) - Target: Met**

With the introduction of Banner ERP, our team streamlined Pay Cycles, with Student payroll moved to a set biweekly for all hourly paid employees. All employees are now in a structured pay group (Pay ID), which prevents deviation from set pay schedules.

#### **Related Action Plans (by Established cycle, then alpha):**

##### **Student Payroll integration**

Through the ERP Implementation, We will be involved with Student Payroll integration to HR Best practices, while also possibly adjusting pay schedules from monthly to biweekly.

**Established in Cycle:** 2014-2015

**Implementation Status:** Planned

**Priority:** High

##### **Relationships (Measure | Outcome/Objective):**

**Measure:** Reduce Off-cycle Checks: Student Payroll |

**Outcome/Objective:** Better Student Employee Coordination

## **Analysis Questions and Analysis Answers**

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### **How were assessment results shared and evaluated within the unit?**

For this current cycle, our Assessment Coordinator informally met with several team members for input in updating the previous cycle's measures and findings. Moving forward, we plan as an office to formalize this process, engaging all team members under the guidance of our Chief HR Officer.

### **Identify which action plans [created in prior cycle(s)] were implemented in this current cycle. For each of these implemented plans, were there any measurable or perceivable effects? How, if at all, did the findings appear to be affected by the implemented action plan?**

We were able to implement an action plan, which met the Objective of standardizing Student Payroll. This was accomplished during configuration of Banner Payroll, and our office is now also participating in the processing of student payroll jobs in conjunction with the Office of Financial Aid.

Our other 2 action plans from 2014-2015 regarding Benefits satisfaction and turnover control were not completed, due to delays of the implementation of our new system. We do anticipate addressing during the next cycle.

### **What has the unit learned from the current assessment cycle? What is working well, and what is working less well in achieving desired outcomes?**

Our Unit has learned that standardization of hiring documents, and total transparency of processes/practices greatly improved the quality of service our office is able to provide, as well as build stronger relationships campus-wide. We also plan to continue leveraging our new technology to better serve the University and its employees. Most importantly, HR is

much more involved in the hiring process, including making formal offers, preventing unauthorized hires, and conducting quality checks prior to employees beginning work, contributing to overall compliance.