

## **2013-2014 Academic Year Administrative Assessment Report**

### **The Office of Human Resources**

#### **Mission:**

The mission of the Office of Human Resources emanates from the spirit of the University's dedication to intellectual, cultural and personal growth of students and staff. Our goal is to provide the highest quality of services in all aspects of Human Resources Management. In our keen effort to strive towards the highest level of excellence, we aspire to:

- Recruit, retain and train a premier workforce.
- Promote diversity.
- Foster a work environment that promotes and facilitates change.
- Adhere to and comply with federal, state and local regulations in order to provide fair and equitable treatment to all employees.

#### **Vision:**

We serve the campus community through effective leadership, professional expertise and quality consulting. We are a strategic business partner in developing cost effective human resource programs, policies and practices that make Kean a university of choice.

### **Goals and Objectives**

#### **A) 2013-2020 Strategic Plan Goal #3:**

***“To retain and further attract world class faculty and non-teaching staff”***

##### **1) Objective A.1**

Identify specific unit/service non-teaching staffing needs to meet the strategic plan challenges and fill authorized non-teaching positions based on the hiring policy established by the University. Establish Priority Ranking List by June 30, 2014.

##### **a) Measures:**

The Office of Human Resources will evaluate the total unit/service non-teaching staffing projections and identify and rank the hiring priorities. Human Resources will design and implement various data gathering tools to collect data and conduct a comparative analysis against current staffing ratios. Human Resources will work closely with the Divisional Vice Presidents to identify specific unit/service staffing needs directly related to the strategic plan. Human Resources will utilize results to rank unit/service non-teaching staffing needs according to priority with comparative

data, the strategic plan and the university's financial resources as guides. Adjustments will be made to the staffing plan to fill non-teaching staffing positions based on findings.

b) Timeline with Milestones (February 2014 – June 2014):

Initiate data collection efforts to conduct a comparative review against current staffing ratios against staffing projections. In an effort to develop a comparative framework, the Office of Human Resources will gather data through report generation and survey implementation via ongoing strategic workforce planning and consultation with the Divisional Vice Presidents. Summarize data analysis and establish priority ranking by June 30, 2014. The Office of Human Resources will enhance resource allocation to meet the new strategic plan challenges through ongoing research and continuous consultation with the Divisional Vice Presidents.

c) Implementation Plan:

In addition to generating reports from the Human Resources Information System (HRIS), the Office of Human Resources will develop and implement a survey to the Divisional Vice Presidents. The survey will include the identification of non-teaching staffing projections by Division including Title, Department, University Strategic Plan Objective to be advanced, Date when non-teaching staff position will be needed, and Priority if recommending multiple positions.

d) Data Collected:

The Office of Human Resources generated HRIS reports to identify current non-teaching staffing levels by division/department and completed initial review. Although the non-teaching staffing projection survey to Divisional Vice Presidents was implemented, survey results and further comparative review remain pending.

e) Action Taken based on data collected:

Through ongoing consultation with the Divisional Vice Presidents, non-teaching staffing projections will continue to be identified and results will be utilized to rank unit/service non-teaching staffing needs according to priority, the strategic plan and university financial resources.

2) Objective A.2

Based on results from recent employee surveys, training evaluations and employee interviews, update and implement a professional development program for non-teaching staff to ensure employees are aware of and remain current on relevant processes and

procedures. Develop and implement internal training program for non-teaching staff by June 30, 2014.

a) Measures:

The Office of Human Resources will conduct a review of surveys, training evaluations and interviews to identify perceived future training needs of non-teaching staff. The results of the review will be used to develop and implement an internal training program for non-teaching staff.

b) Timeline with Milestones: The Office of Human Resources will collect survey, evaluation and interview results (HR Annual Qualtrics Manager Interviews conducted in 2012-2013 and training evaluations), by May 1, 2014 for review. By June 30, 2014, the perceived training needs for the non-teaching staff will be identified and a 2014-2015 training schedule will be established.

c) Implementation Plan: Through a review of data results, the Office of Human Resources will enhance the training and development plan for non-teaching staff. Data results will drive selection of course design and implementation.

d) Data Collected: Based on survey results, the Office of Human Resources identified the following perceived training needs for the non-teaching staff: Customer Service, Supervisory Skills, Leadership Skills, Time Management, Discipline and Performance Management.

e) Action Taken based on data collected:

The Office of Human Resources coordinated the delivery of Customer Service training sessions for the Office of Student Accounting and the Office of Computer and Information Systems. In addition, multiple university-wide training sessions were offered during the Professional Development Days in June 2014. Topics covered included Customer Service, Leadership Skills, and Supervisory Skills. The Office of Human Resources worked closely with Academic Affairs to coordinate and deliver this specialized training. In addition, the Office of Human Resources established a training professional development program for the non-teaching staff with a 2014-2015 implementation schedule.

**B) 2013-2020 Strategic Plan Goal #10: *“To develop, sustain and be ready to operationalize a forward-thinking culture of public health and safety awareness rooted in adherence to all***

*external and internal standards (fire, safety, etc.), and reaching out to every aspect of Kean University life (personal, institutional, educational)”*

1) Objective B.1

Facilitate public health and safety awareness through the development and implementation of relevant HR training offerings to the employee base by June 30, 2014.

a) Measures:

The Office of Human Resources will offer relevant HR services as well as assist with the facilitation of emergency response procedures through participation in specialized training.

b) Timeline with Milestones: The Office of Human Resources will offer relevant HR sessions (such as Domestic Violence Training and Substance Abuse Training), by April 2014. The Office of Human will also assist with facilitating emergency response procedures through the participation in specialized Psychological First Aid training offered by the Office of Disability and Counseling Services in March 2014. Human Resources will continue to monitor training outcomes and coordinate relevant training in an effort to facilitate public health and safety awareness.

c) Implementation Plan:

The Office of Human Resources will deliver a HR training and information session to supervisors by April 2014. Additionally, select HR staff members will participate in a specialized Psychological First Aid training session on March 1, 2014. This team is scheduled to participate in a follow-up meeting with university representatives to further define next steps for successfully facilitating emergency response procedures.

d) Data collected:

Training delivered in April 2014 to inform university supervisors of the new Employee Assistance Program as well as Health and Wellness updates. Select members of the HR team participated in the Psychological First Aid Training in March 2014.

e) Action taken based on data collection:

Identified need to establish next steps with Psychological First Aid Training including defining roles and responsibilities for Human Resources.

C) Departmental Goal: *Deliver HR services and programs which are highly valued by our employees.*

1) Objective C.1

Implement the HR Satisfaction Survey by June 15, 2014 to identify HR priorities that require improvement. Identification of HR priorities will be made by June 30, 2014.

a) Measures:

Review prior survey in an effort to develop individual questions for the HR Annual Qualtrics Satisfaction Survey to all employees. Implement/distribute survey to all employees. Review results to identify areas that require improvement.

b) Timeline of Milestones:

Identify team of HR Managers to conduct a review of prior survey and implement necessary updates as required. Design and facilitate the 2013-2014 HR survey. Review results to identify perceived improvement areas by June 30, 2014.

c) Implementation Plan:

The Office of Human Resources will enhance the products and services delivered as a result of soliciting end user feedback via a HR satisfaction survey. Conduct a review of data results after survey implementation. Identify HR priorities that require improvement.

d) Data Collected:

The Office of Human Resources received over 235 responses to the survey. After the preliminary review, the perceived improvements areas include – customer service, online training and other website updates (i.e. search committee check list, etc.), and the continuation of the training and development program.

e) Action Taken on based on data collection:

A team of HR Managers has been identified to conduct an in-depth review of survey results and to define next steps/action plan in an effort to address perceived areas requiring improvements.