

Department/Unit: Human Resources
Contact Name: Shari Mickey-Boggs

Year: FY19
Contact Title: Associate VP & CHRO

Unit Overview/Mission/Purpose

Human Resources is primarily a service organization to the faculty and staff of Wright State University. Our key mission contributions include:

- Strengthening the workforce to further the mission of serving students
- Support the transformation of leaders and the Wright State community via a service delivery model of Business Partners and Centers of Excellence
- Management of risk and employment of best practices to create a sustainable organization
- Employee life-cycle support from interest, to hire, to exit and beyond
- Onboarding, training and development of employees and leaders to create a positive, inclusive culture

Key Clients/Customers

- Divisions/Colleges/Departments
- Faculty and Staff
- BFOs, Supervisors, Administrators
- Board of Trustees
- Government Agencies
- Vendors
- IUC
- Unions
- General Public, largely applicants

Staffing (to be completed later)

	FY16	FY17	FY18	FY19
# Full Time Staff	23	22	21	16
# Student Employee FTE				

Below are the key functions of the HR organization

1. Talent Management: recruitment, onboarding, and development
2. HR Operations
3. HRIS
4. Labor Relations
5. Total Rewards: Compensation, Benefits & Wellness (phasing out)
6. HR Business Partners

Success Outcome 1:

Top Candidate Acceptance Rate (already doing)

KPI 1.1: Percentage of applicants who rise to the top of the hiring process and say yes to our offer

Data: Information is collected from PeopleAdmin, on-line applicant tracking system, based upon hiring authorities' inputted information

Result:

FY 17 – 86% (of 264 filled)

FY 18 – to date - 85% (of 161 filled)

Response/Action Plan:

Administration should select a % goal and work to obtain it; for example, 95% acceptance and ask for collection as to why candidates are declining offers

Success Outcome 2:

Leadership satisfaction with partnership, consultation and service with Human Resources Business Partner (already doing)

KPI 3.1 HR Business Partner Customer Satisfaction Metrics

Data: Annual survey to VPs, Deans, and other functional unit leads

Result: Three example items below

PARNTERSHIP: How satisfied are you that your HR Business Partner has maintained effective relationships with you and your team, and has gained the trust and respect of your organization?

<u>2017</u>		<u>2018</u>	
Very satisfied	75%	Very satisfied	76.92%
Somewhat satisfied	12.5%	Somewhat satisfied	15.38%
Not enough experience to rate	12.5%	Not enough experience	7.69%

CONSULTATION: How satisfied are you with your HR Business Partners ability to offer strategic consultation through previous knowledge and experience?

<u>2017</u>		<u>2018</u>	
Very satisfied	75%	Very satisfied	76.92%
Somewhat satisfied	12.5%	Somewhat satisfied	15.38%
Not enough experience to rate	12.5%	Not enough experience	7.69%

SERVICE: How well does your HR Partner deliver on commitments that have been promised to you?

<u>2017</u>		<u>2018</u>	
Extremely well	62.5%	Extremely well	61.54%
Very well	25.00%	Very well	30.77%
Not enough experience to rate	12.5%	Not enough experience	7.69%

Response/Action Plan: Results used in conversations with each HR Business Partner as well as CHRO to know how well we are doing on service level but also focus areas for improvement

Success Outcome 3:

HR Annual Accomplishments (already doing)

KPI 4.1 HR deliverables for relevant FY

Data: Composition of no more than ten pre-determined or agility goals and reported results (FY17 completed and attached, and FY18 in process)

Result: Campus-wide knowledge of key activity(s) produced by human resource function in particular year

Success Outcome 4:

Onboarding experience (used to do and stopped; proposed to be implemented again this fall)

Onboarding is a newer term in higher education that is part of an integrated approach to talent management. The onboarding process helps organizations to immerse individuals into their role and into the culture of their organization. According to the research, two key performance indicators for an effective onboarding strategy include 1. time to productivity, and 2. engagement and retention¹.

- 90% of new employees make their decision to stay at an organization in the first 6 months.
- First impressions are critical. Individuals decide within the first 30 days if they will stay at an organization.

HR has a portion of responsibility for onboarding as do departments.

KPI 2.1: New hire satisfaction metric using likert scale with employer (Wright State) in first 60 days and at 6 months

Data: New hires will be surveyed after 60 days for their experience and employer satisfaction thus far. Areas evaluated include: new employee orientation, college/vp unit preparedness for employee, job expectations/training, supervisory support and collegial support.

Result: TBD (*this used to be one of HR metrics and we discontinued with loss of staffing*)

Response/Action Plan: TBD, but goal to provide a consistent and effective onboarding experience for all new hires to the University

Concluding Remarks (optional):

HR collects additional data, such as turnover, exit survey information, number of applications, etc. However, these are not necessarily germane to how we are functioning as a unit per se but more university-wide type of metrics.

¹ Dai, Guangrong & De Meuse, Kenneth, A Review of Onboarding Literature, 2007.