**Northern Michigan University**

**OUTCOMES ASSESSMENT PLAN/REPORT FORM**

**Administrative or Educational Support Unit**

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| Name of Department or Unit | Human Resources |
| This document is the |  🞎 PLAN or 🗹 REPORT for July 1, 2011 to June 30, 2012 | Date Submitted: | July 2, 2012 |
| Submitted by (Unit Representative) | Ann Sherman |

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| **Department or Unit Mission Statement: Was this mission statement revised this year? Yes \_x\_ No** |
| To provide Human Resources counsel to the President, Board of Trustees and other units of the University, and to develop and manage both short and long-term human resource strategies that assist the University in identifying and managing the necessary resources to achieve the University’s mission.  |

**Functions within the University:**

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| In addition to being part of NMU’s continuous improvement process, outcomes assessment plays a direct role with the AQIP Systems Portfolio (100-page document submitted every four years). To increase awareness and help gather Portfolio information, **please type “X” for all AQIP categories directly related to your unit’s core mission**. Some functions appear in more than one category. This is a first round collection of this information so do the best you can with the selection; if you want help, ask S. Poindexter. (Note: this section of the form is short-term; it will be deleted once functions have been mapped between units and the Systems Portfolio.) **🞎** AQIP Category 1: Helping Students Learn documents the curricular and co-curricular processes and student learning support.**x🞎** AQIP Category 2: Accomplishing Other Distinctive Objectives documents the key non-curricular functions by which NMU serves the region, e.g. community engagement initiatives of students and employees, and department outreach.**🞎** AQIP Category 3: Understanding Students’ and Other Stakeholders’ Needs documents how NMU builds relationships with students, alumni and employers and identifies, targets and meets their needs.**x🞎** AQIP Category 4: Valuing People documents NMU personnel recruitment, training, satisfaction, services and programs. **x🞎** AQIP Category 5: Leading and Communicating documents processes that guide NMU in setting directions, making decisions, seeking future opportunities, and communicating decisions and actions. **x🞎** AQIP Category 6: Supporting Institutional Operations documents student and administrative support services, safety, and facilities.**🞎** AQIP Category 7: Measuring Effectiveness documents IT systems and institutional research NMU employs to collect, analyze, and distribute, and how departments use them to manage improvement, e.g. use of charts, “cubes,” dashboards.**x🞎** AQIP Category 8: Planning Continuous Improvement documents NMU’s strategic and administrative planning processes.**🞎** AQIP Category 9: Building Collaborative Relationships documents how NMU works with external organizations from which we receive students (school systems) or goods and services (vendors and utilities), send our graduates (schools and employers), and support or regulate our programs (agencies).(A full description of the Portfolio’s categories and its detailed topics are available at [www.nmu.edu/aqip](http://www.nmu.edu/aqip) under the Current Document tab.) |

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|  **Administrative Objective #1** *(State an ongoing goal by which the unit gauges its overall performance in a key role year after year, i.e. your “bottom line” measure.)* |  | **Means/Evidence of Assessment for Objective** *(Describe the statistic or criteria that measures success in achieving this goal. What is the desired and/or minimum target you expect*? *What method is used to collect the data for the statistic*?) |
| Establish a Baseline measure of Payroll Accuracy and Identify Process Contributors to Payroll Processing Delays for the purpose of identifying future process improvement efforts and objectives. *Rationale (Why you are setting this objective? Mark with “X”)*: Effectiveness/quality action Efficiency/cost action  Compliance issue Satisfaction measure x Create baseline  Other (explain): *Does this objective relate to a Road Map goal? (Refer to last page for the Road Map goals). If yes, type the related Road Map codes here*: CA-2 |  | We are beginning a diagnostic assessment with the intent to error-proof/mistake-proof the payroll process. While a number of accuracy and timeliness issues are known to be associated with the processing within other departments which prepare and deliver information to the HR Office, accuracy within the system is wholly our responsibility. The method of data collection is multi-fold: payroll processing statistics conducted during each payroll processing cycle (every 2weeks), audit outcomes (conducted by both Internal Auditor and external reviewers), and customer feedback (calls or visits from employees or budget managers as errors are noted).  |
| **Summary of Data Collected** *(Provide trend data and summarize)* |  | **Describe how results were used to improve services** |
| A number of new reports have been developed in the past year which have enabled the payroll staff to identify anomalies in the payroll process and make corrections prior to the final run. Internal audits identified no findings, and errors identified through customer feedback or budget manager calls/visits have been reduced.  |  | As a result of the new reporting mechanisms, payroll personnel are keeping error logs in order to identify recurring issues in either internal processing or external department data entry. As a result of the error logs, outreach has been made to certain campus individuals with a recurring history of erroneous or late data entry. In addition, training materials and job aids have been provided through the Ultratime upgrade and EPAF implementation sessions.  |
| **Administrative Objective #2** *(State a 1-2 year objective intended to improve a unit process, service, or output.)* |  | **Means/Evidence of Assessment for Objective**  |

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| *Objective* :Update Leadership Position Descriptions across all campus leaders/supervisors in support of the NMU AQIP Action project: Leading & Communicating. Completion of this objective will emphasize the fact that Communication is an essential component of every Leader’s job duties. *Rationale (Why you are setting this objective; mark with “X”)*:x Effectiveness/quality action Efficiency/cost action  Compliance issue Satisfaction measure x Create baseline X Other (explain): Best practice in position descriptions/job details indicate updates current within 5 years. Many of NMU’s position descriptions are decades old. *Does this objective relate to a Road Map goal? (Refer to last page for the Road Map goals). If yes, type the related Road Map codes here*: I-2, ML-1, CE-2, CE-3 |  | *Describe timetable plans to achieve objective*.a. Updates to President’s Council positions complete by October 31, 2011b. Updates to PC supervising direct reports complete by January 31, 2012c. Remainder complete by June 30, 2012 .*Beyond completing the above steps, how will you judge whether the objective was a success?[[1]](#endnote-1) Examples: If the rationale was Efficiency/cost, what is the desired and/or minimum target criteria for savings in time or cost? If the rationale was Satisfaction, what is the measure and what increase is desired*?We need to establish a baseline of currency with regard to the position descriptions in PeopleAdmin. This objective also aligns with NMU’s overall AQIP project of Leading & Communicating, as updated descriptions will clearly indicate expectations of leadership communications. Success will be indicated by a) % completion of the above objective, b) progress against the overall AQIP Project goal.  |
| **Summary of Data Collected** (*Summarize the evidence)* |  | **Use of Results to Improve Unit Services** |
| 1. Accomplished. Evidence from the PeopleAdmin system indicate that 100% of the President’s Council leadership positions had updates to their position description completed in the fall of 2011.
2. Updates to the PC supervising direct reports have been achieved as positions have become available, with some proactive actions taken on a sporadic basis. One of the recommendations from the AQIP Leading & Communicating project (regarding job analysis for academic department heads) has a large impact on the accomplishment of this goal, and it was not deemed appropriate to pursue this until that recommendation is acted upon (or decided otherwise).
3. The remainder of the leadership positions are in union-represented positions, and are dependent on an upcoming 2012 negotiation. While a few of these have been accomplished due to position postings, incumbents have not yet been asked to systematically make updates.
 |  | Accomplishment of the President’s Council position updates has increased the campus awareness of the NMU Leadership Model, and reinforced the AQIP project of Leading & Communicating. As a result of the Leading & Communicating project committee, a lot of discussion has resulted in a recommendation to undertake a job analysis project regarding the role and scope of the academic department head positions. A baseline has clearly been established, and has highlighted the role conflict inherent in the position as is currently designed. This is a campus-wide initiative which will affect more than Human Resources. Until a determination is made regarding that recommendation, any assessment of this result must be held in abeyance, as we await a Request for Proposal in order to ascertain how HR will assist, and any associated unit service improvement going forward. Should a decision NOT to pursue the recommendation be made, Human Resources will again actively pursue systematic updates to leadership positions.  |
| **Administrative Objective #3** *(State a 1-2 year objective intended to improve a unit process, service, or output.)* |  | **Means/Evidence of Assessment for Objective** |
| *Objective*: To identify additional self-service options for employees within Banner, particularly with regard to benefits-related information in order to provide expanded employee access and reduce duplicate data entry.*Rationale (Why you are setting this objective? Mark with “X”)*:x Effectiveness/quality action x Efficiency/cost action  Compliance issue Satisfaction measure Create baseline  Other (explain): *Does this objective relate to a Road Map goal? (Refer to last page for the Road Map goals). If yes, type the related Road Map codes here*: ML-1, CA-2,  |  | Describe timetable plans to achieve objective.a. Identify potential self-service options and highest priority approaches, based on feasibility analysis by November 15, 2011b. Establish project timeline and IT resource allocations by January 5, 2012.c. Prepare self-service open-enrollment by November 1, 2012.etc.*Beyond completing the above steps, how will you judge whether the objective was a success*?1  This objective will be met if errors are reduced/eliminated, and if service levels are maintained.  |
| **Summary of Data Collected (**Summarize the evidence) |  | **Use of Results to Improve Unit Services** |
| 1. Accomplished: Potential self-service options were identified and prioritized, based on the Banner HRIS module capability and the availability of NMU IT and HR resources.
2. Accomplished: Internal resources have enabled self-service activities on electronic personnel files, and a newly-created total compensation statement.
3. Postponed: The project timeline for benefits open enrollment, originally planned for November 1, 2012 is delayed due to the availability of an external consulting resource, which is currently scheduled for March, 2013 and personnel needs within the HR department. This objective will be brought forward in the 2012-13 plan.
 |  | Employee total compensation statements are now available for employee self-service regarding total NMU contributions to salary, taxes, healthcare, and other benefits. These statements are available through the Employee section of MyNMU, and help achieve the goal of providing expanded employee access to benefits-related information. Feedback regarding the statements’ look and graphic design was invaluable in developing a more intuitive, user-friendly look. Personnel files are currently available for TOP employees to review from their desk-top, and discussions are in-progress regarding self-service access for other employee groups. Feedback from those employees who reviewed their files has been very positive. Before signing in to view one’s file, an employee must attest that they will identify any mis-filed information to Human Resources, and maintain the confidentiality of any mis-filed information. In this way, any filing errors can be eliminated through correction, while maintaining immediate service to employees regarding their own information.  |

 Many service units already use an evaluative measure and this approach is now more common in assessment theory– not everything we try works out the way as hoped and creating a target and/or success/bail out threshold is appropriate. In cases where this is a new approach for a unit, in the 2011-12 Plan consider how you *might* measure the added value of an objective; however, it is not yet a requirement. The OA committee will provide suggestions in its feedback for this year. During the year, dialogues, additional resources, one-on-one meetings and/or seminars will be held to evolve our OA process.

**Road Map Codes to Tie to Unit Objectives**

Some unit objectives may address specific operational issues. Other unit objectives are strategic initiatives that align with goals in the University strategic plan - Road Map to 2015. These latter unit objectives are potential AQIP Action Projects – giving a little more recognition to unit efforts. Listed below are Road Map categories and goals, preceded with a code. Use these codes when describing Objectives #2 and #3. (Note: Even if your objective is not an exactly itemized as a Road Map priority, still use the code if it applies to that goal.) The full Road Map is at [www.nmu.edu/roadmap2015](http://www.nmu.edu/roadmap2015).

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| ***Road Map to 2015 Goals*** |
| ***Code*** | ***Innovation Goals*** |
| **I-1** | Balance successful programs with new offerings |
| **I-2** | Professional development program that rewards innovation and collaboration |
| **I-3** | A growing portfolio of corporate collaborations that exploit NMU’s technical expertise, enhance academic programs and facilitate global engagement for students and faculty both on campus and abroad |
| **I-4** | Develop the financial resources to support innovation and student success |
|  | ***Meaningful Lives Goals*** |
| **ML-1** | A Liberal Studies Program that provides students with the abilities and knowledge necessary for lifelong learning and effective citizenship in a challenging and rapidly changing world |
| **ML-2** | Develop a new academic advising system that integrates the advising assets of academic departments and student services to contribute to a new, effective retention management network—similar to our enrollment management network |
| **ML-3** | Integrate the highest possible level of information technology skills and competencies throughout the university |
|  | ***Campus Attributes Goals*** |
| **CA-1** | Utilize the Campus Master Plan and related initiatives to continue to build and develop a greener and more learner-centered campus |
| **CA-2** | Enhance processes throughout campus operations to guide the use of resources and inform resource allocation |
| **CA-3** | Enhance the portfolio of academic programs, research and other activities that leverage the university’s location  |
| **CA-4** | Be a model community for sustainable education and practices |
|  | ***Community Engagement Goals*** |
| **CE-1** | Include all units of the campus in the process of community engagement for the mutually beneficial exchange of knowledge and resources in a context of partnership and reciprocity.  |
| **CE-2** | Increase faculty, staff and student involvement in the Superior Edge program, academic service learning and other community engagement and leadership development initiatives.  |
| **CE-3** | Put into action a commitment to be an inclusive community where differences are recognized as assets of the institution, respected attributes of the person and a valuable part of the university experience |
| **CE-4** | Increase collaboration with local communities, schools, governments, development groups and other partners to enhance community and economic development in the Upper Peninsula.  |

1. [↑](#endnote-ref-1)