

Assessment of Non-Academic Outcomes (Fall 2003 and Spring 2004)

Please provide the information below about how your unit assesses the extent to which it meets its expected outcomes. If you need assistance, please contact Dr. Virginia Wheelless at 565-2085 or on Groupwise email. This information is due in the Planning Office no later than February 2, 2004 and will be updated annually.

Unit: Human Resources Date 2/26/04

Person Completing the Information Steve Miller Email: steve_miller@unt.edu

Head of the Unit: Steve Miller mail _____

I. Mission: Provide the mission of the unit and a statement about how it relates to the university's mission.

II. Previous Evaluations of the Unit: Provide a description of the evaluations/assessments conducted in your unit over the last 5 years and changes that have been made based on the results of these assessments.

III. Statement of Expected Outcomes: Provide a brief list of the expected outcomes for your unit for 2002-03 or 2003-04 as of this date. Each outcome listed must be capable of being measured by the means noted in IV below. Please number the outcomes (1 to x). After each outcome, describe how the outcome supports student learning and student development.

IV. Measuring Expected Outcomes: Describe how the unit measures how the outcomes have been achieved and provide a list of methods and/or tools with the following information:

1. Name of assessment method or tool
2. If the method/tool is copyrighted, provide the name of the company who "owns" the tool.
3. Frequency of use - how often is this tool/method used, e.g., every spring semester students, staff, and faculty are surveyed about parking at UNT; customers are asked to complete evaluation forms when services are rendered; or each fall, the Enrollment Management Committee reviews the results of the Graduating Student Survey produced by the IR&A Office.

V. Use of Assessment Results: Describe how the results of the assessments described in IV above are shared with staff in the unit? How are the results used to improve the unit? Help improve student learning? Enhance student development? Meet the university's vision?

VI. Changes Made Based on Assessment Results: Describe how the unit has changed (or why it has not changed) based on the results of the assessment of outcomes. Indicate the year the change was implemented. Please indicate how the expected outcomes have changed if applicable.

Signature of Person Completing the Form:

_____ Date _____

Signature of Unit Head after Reviewing the Form:

_____ Date _____

**UNIVERSITY OF NORTH TEXAS
HUMAN RESOURCES DEPARTMENT**

Assessment Report, February 9, 2004

FY 2003- 2004 Initiatives/Objectives/Outcomes in Support of University Initiatives

I. Human Resources Department Mission/Purpose:

A. History/Background:

The University Human Resources Department was established as the University Personnel Office in September 1969. The functions of the department began with staff employment, compensation and classification, and records. Over the years the functions have grown to include administering benefits programs for faculty and staff and activities supporting employee relations, training and development, quality service and diversity. Effective September 1, 1994, the name of the department changed to University Human Resources Department. The short version of the name is Human Resources.

B. Mission, Vision, Values:

Mission

The Human Resources Department and its team exist to support, honor and value the University's most important resource, its PEOPLE. Human Resources supports the mission and goals of the University by promoting and nurturing a productive and diverse community through people services, guidance and education.

Vision

The Human Resources Department will serve as a benchmark for other HR professionals and departments in the State of Texas by:

- providing quality services and programs,
- being an informed and knowledgeable HR staff,
- working effectively as a team, and
- utilizing state of the art technology.

Values

The Human Resources team values:

- **Quality Service (Service Excellence)** – that is responsive, courteous, supportive, and accurate
- **Highly Ethical Conduct** – reflecting honesty, integrity, and fairness

- **Dignity and Respect** – for one another and for all members of the University’s diverse community
- **Diversity** – fostering appreciation of diversity and creating a welcoming, inclusive and cooperative environment for everyone
- **Teamwork** – cooperation and collaboration among all staff members of Human Resources and with other members of the University community
- **Technology** – enhancements that improve operations and customer service
- **The ability to anticipate, embrace and manage change.**

C. Organizational Chart:

A copy of the organizational chart for the Human Resources Department is attached.

II. HR Initiatives/Objectives/Outcomes

The following is a list of HR Outcomes that support the stated University Initiatives and Budgeting Themes. Each HR Outcome includes outcome measures, assessment tools, use of assessment results, and the changes that were taken based on assessment results. While the primary clientele of HR is faculty and staff, the mission and objectives of the department serve to enhance the learning environment for all University constituents, including faculty, staff and students.

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INITIATIVE 1: Strengthen support for high quality teaching and learning

Budgeting Themes: Salaries and Diversity.

HR Initiative/Objective/Outcome 1.1:

Monitor HR policies and procedures and revise and update when appropriate to maximize effectiveness and efficiency in all areas.

Expected Outcome Measures:

HR policies reviewed and updated with accurate information every four years in accordance with schedule established by the administration or as changes in laws and regulations occur.

Assessment Tools:

- Updated policies submitted in accordance with four-year schedule adopted by the University Planning Office or as needed to comply with laws and regulations.
- Number of policies reviewed and/or revised.

Use of Assessment Results:

- All policies scheduled for regular review are reviewed on schedule and submitted by deadline for legal and administrative reviewers and approvals. Additional existing policies are reviewed as affected by state or federal changes in law or by local policy changes, obsolete policies or procedures are deleted, and new ones written as needed.
- The development of a separate UNT System policy manual in 2001 requires the coordination and maintenance of similar but separate policies between two entities.

Changes Taken Based on Assessment Results:

In FY 2003 40 UNT HR policies/procedures and 33 UNT System policies were either created, reviewed, or deleted of a total of 123 policies/procedures for UNT and 63 policies for UNT System; this is a review of approximately 33% of the UNT policies and over 50% of the System policies.

HR Initiative/Objective/Outcome 1.2:

Increase skills, productivity, and sense of service by continuing and expanding training opportunities with programs such as UNT Connections, Building Community through Welcoming Diversity, Managing for Service, Service Leadership, Leaders' Orientation, Supervision 101, computer classes, Forms and Procedures classes, etc.

Expected Outcome Measures:

Improve customer service by staff members who have a greater awareness of the importance of customer service and enhanced skills in providing quality service to students and others. Greater awareness and appreciation of diversity; skill development for building effective relationships within a diverse community; meet compliance requirements.

Assessment Tools:

Number of programs/requests; number of program participants; program evaluations; surveys; focus groups; participation on relevant University committees (e.g. Compliance); meetings with top-level administrators every fall, spring, and summer.

Use of Assessment Results:

The number of programs offered and the number of individuals who attend continues to support the need for these programs. In 1998-99, 4,447 individuals attended 281 programs. By 2002-03, the numbers had increased to 7,371 participants and 355 programs (an increase of over 60% and 26% respectively). This data, along with surveys, focus groups, input from participant and program leaders, and requests for programs, was used to phase out programs that no longer met objectives, to revise existing programs and to create new programs to satisfy objectives (see information below in Changes Based on Results Taken). Meetings with top-level administrators are used to ensure that training opportunities address management concerns and legal requirements.

Changes Taken Based on Assessment Results:

Assessment of training programs is ongoing. Over the past five years, several adjustments have been made in offering a portfolio based on these assessments. Some examples are:

1. A drop in attendance and feedback on evaluations indicated that Managing for Service (a Service Advantage program for supervisors and managers) was not meeting the set objective to give supervisors and managers the tools to ‘create a nurturing community where employees exhibit pride and excitement about UNT and about serving others’. A series of focus groups was held with the target audience. Based on that feedback, a new course (Emotional Intelligence for Leaders) was created and piloted for a year (FY 2000-2001). Feedback on the pilot course was very positive, and the program was added to the Service Advantage catalog. The number of participants and course evaluations indicate that this program is meeting the objectives more than satisfactorily. Data compiled from these focus groups has also been used in selecting topics for annual Service Leadership programs.
2. Programs related to creating a culture of compliance have increased significantly over the last five years as a result of assessment, scanning of laws and policies, and requests from the Office of Compliance, Risk Management and other departments. A few examples of new programs related to compliance that have been added over the last five years include:
 - o New Faculty/ Staff Orientation offered in Spanish as well as English (FY2000),
 - o English as a Second Language and Conversational Spanish (as of FY2000),
 - o New Texas Commission on Human Rights (TCHR) requirements for Sexual Harassment/EEO Training are met through New Faculty/Staff Orientation and bi-annual distribution of TCHR training materials (as of FY 1999)
 - o Van Rental -a safety program required for employees prior to operating a university 15-passenger van (as of FY 2003),
 - o Records retention (as of FY 2004),
 - o Management/Fiscal Controls -- responsibility of account holders (FY 2004),
 - o Programs relating to HIPAA and Human Subjects Research (as of FY 2003),
 - o Critical Situations - created at the request of the Eagle Student Services Center to prevent and manage incidences of workplace violence (FY 2000)
3. In response to the campus-wide adoption of an Enterprise Information System, a change management program was developed based on the best-selling novel Who Moved My Cheese? (FY 2002). Attendance at these offerings and numerous requests from individual units to use this program strongly support the need for this program. Also in response to EIS, Change Management Strategies will be the topic of the Spring 2004 Service Leadership program targeted towards leaders at UNT.
4. Based on feedback and evaluations from participants in and leaders of the customer service program, Connections, indicated that it was time to revise and update the program. Assessment tools used included focus groups and feedback from evaluations. The result was an updated program “UNT Service Connection” using the book, Delivering Knock Your Socks Off Service (as of FY 2002). A more tangible, hands-on approach to customer service, this program has received outstanding evaluations. Participants report that it gives them skills to support the Service

Advantage vision.

5. Due to the positive evaluations of NCBI diversity programs, the number of NCBI trained facilitators has been increased, and programs have expanded to include more classroom presentations and training for organizations, such as, Eagle Ambassadors, Greek organizations, Freshman Orientation, etc.

HR Initiative/Objective/Outcome 1.3:

Continue and expand the number and scope of the UNT-NCBI diversity leaders, presentations for classes, etc. Continue to offer and support additional diversity related programs and initiatives (other than NCBI) for compliance training (EEO and sexual harassment training options.)

Expected Outcome Measures:

Improve customer service by staff members who have a greater awareness of the importance of the benefit of a diverse community and the skill necessary to build such a community. Satisfy compliance requirements.

Assessment Tools:

Number of presentations/requests; number of program participants; number of trained leaders; evaluation comments; meetings with top level administrators; surveys

Use of Assessment Results:

Based on feedback from evaluations, additional types of diversity training have been added to the portfolio of options, which has broadened the audience and the facilitator pool.

Changes Taken Based on Assessment Results:

- More than a dozen programs that address aspects of diversity and are not specific to NCBI were added as a result of assessment over the last five years. They include programs such as ADA and Accommodations, Courtesy and Civility in the Workplace, Serving International Students, etc. For information on the increasing scope of course offerings, see response to outcome 1.3.
- The scope of trained leaders in the NT-NCBI chapter has expanded as a direct result of feedback and other assessment. Over the last five years, faculty, staff and students have participated as facilitators from a wide variety of areas on campus, including four colleges and twelve administrative units.

HR Initiative/Objective/Outcome 1.4:

Continue to provide efficient employment services, i.e., recruitment and referral of qualified applicants, and assist departments in filling staff vacancies.

Expected Outcome Measure:

- Streamline current application process for internal applicants. (Note: Old process required employee to complete a new application form for every position/referral request even if the same employment information was on the previous forms.)
- Implementation of E-Recruit (electronic processing and referral of applications for staff positions) PeopleSoft module of EIS system according to EIS post go-live schedule.

Assessment Tools:

- Coordination and collaboration across HR areas to streamline processes and procedures, as well as provide cost savings.
- Feedback and input from staff members applying internally for University positions.

Use of Assessment Results:

- Feedback and input from staff indicated internal application process was cumbersome, time consuming and duplication of effort.
- Collaborative efforts across HR areas provided for a means to streamline the internal application process. The HR Systems area suggested to the Employment area a way to provide an on-line application form for internal applicants.

Changes Taken Based on Assessment Results:

- Created a single form that allowed for multiple entries for job referrals, thus reducing duplication.
- Quicker referral process for internal applicants, as they did not have to complete a new form each time.
- Paper cost reduction and less time needed for imaging employee documents/applications.

HR Initiative/Objective/Objective 1.5:

Continue to provide efficient compensation and classification services, i.e., new position job evaluation and classification assignments, reclassification of current positions, salary surveys, staff development (evaluation) process, monitoring of payroll authorizations, etc.

Expected Outcome Measures:

- New staff position classification and reclassification requests processed by established payroll deadlines.
- Payroll authorizations processed by established payroll deadlines.
- Percentage of delinquent staff development evaluations is less than 10%.

Assessment Tools:

- Number of staff position classification requests, periodic review of processing issues, feedback from departments expressing concern about requests not getting processed on time.

- Number of payroll authorizations processed, periodic review of processing issues, feedback from departments expressing concern about authorizations not being processed by payroll deadlines.
- Monthly and quarterly report of number of delinquent staff development evaluations

Use of Assessment Results:

- Staff position classification requests processed totaled 579 in FY 2001, 632 in FY 2002, and 526 in FY 2003, with minimum processing delays, but when delays occurred retroactive changes were approved.
- Payroll authorizations processed totaled 11,279 in FY 2001, 12,016 in FY 2002, and 11,800 in FY 2003; very few processing errors due to HR handling, usual delays due to departments not processing authorizations on timely basis. Retroactive adjustments made when necessary.
- Percentage of total evaluations Delinquent: January 2004, 8.9%; February 2003, 5.8%, November 2002 3.3%, February 2002 11.2%.

Changes Taken Based on Assessment Results:

- None. Processing volumes have remained high but steady.
- Delinquent staff evaluation figures vary considerably, but are generally related to staff merit program cycles (in 1998 HR implemented new criteria for merit for managers and supervisors – they are not eligible for merit unless a current performance review is on record for their employees, therefore delinquent numbers drop in connection with a merit cycle).

HR Initiative/Objective/Objective 1.6:

Continue to administer insurance, retirement, and other benefit programs for eligible faculty and staff, keep them informed about program changes, and assist them with their benefit program enrollments, issues, and questions.

Expected Outcome Measures:

- All new faculty and staff are enrolled in programs in accordance with program rules and regulations. Conduct annual summer enrollment. Process all benefit transactions on a timely basis – number of transactions.
- Daily 100% differences report produced to electronically compare Employees Retirement System (ERS) enrollment/termination data against University of North Texas (UNT) Enterprise Information System (EIS) enrollment/termination data should indicate that enrollments are accurate and in compliance with state rules and regulations. Report should show benefit transactions were entered on a timely basis.
- Benefit presentation Instructor Evaluations should reflect information provided during such presentations is clear and concise and relative to employee needs.
- Faculty and Staff indicate satisfaction with the services of the Benefits Area.

Assessment Tools:

- Analysis of enrollment/termination data using ERS and EIS electronic comparison.
- Analysis of presentation evaluations by HR Assistant. Director – Training, HR Assistant Director – Benefits and HR Assistant Vice President.
- Analysis of input from faculty and staff through their direct comments and the results of the Faculty and Staff Surveys conducted periodically by the University Planning Office.

Use of Assessment Results:

- Comparison data indicated that a small but significant number of enrollments/terminations were not reported in a timely manner, but the volume of transactions indicated a need to transition to an automated benefits eligibility and enrollment system.
- Analysis of presentation evaluations indicated that information provided at various benefit training sessions was intense but presented in a clear and concise manner.
- Evaluation of comments from faculty and staff and the results of the periodic faculty and staff surveys indicated customer satisfaction with services provided by the Benefits area.

Changes Taken Based on Assessment Results:

- The Benefits section of the HR department developed new reporting tools and provided them to departmental timekeepers, and PeopleSoft Benefits Administration (BenAdmin) module was implemented, effective January 1, 2004, as part of the Enterprise Information System Project. Ben Admin is an automated benefit eligibility and enrollment system.
- HR policies were written to require new employees to attend the first available orientation session, which resulted in timely benefit enrollments and terminations.
- Benefits presentations were redesigned to provide more simplified forms of information such as comparison charts, web addresses, rate charts, informational phone numbers, etc., and more time was given for questions and answer sessions

HR Initiative/Objective/Outcome 1.7:

Adopt HR compliance responsibilities, policies and practices that enhance the effectiveness of the University's compliance program.

Expected Outcome Measures:

- All staff members of HR recognize the responsibility and accountability of organizational leadership for compliance efforts.
- HR managers and staff are knowledgeable about the requirements of applicable HR statutes and regulations.
- HR managers shall be attentive to matters relating to compliance with the law and exercise appropriate responses within the bounds of his or her leadership.
- Development of rules in the Enterprise Information System (EIS) to monitor and/or enforce compliance with state and federal regulations and guidelines.

Assessment Tools:

- Director's assessment and opinion of Managers performance based on observation and feedback from others.
- HR manager's education and attainment of professional certification
- Attendance by HR Managers at professional conferences and workshops
- EIS rules in place by implementation of EIS HR/Payroll module, including the EIS Time & Labor and Benefits Administration modules, on January 2, 2004.

Use of Assessment Results:

- Director's annual evaluations of HR management staff indicate that each manager stay's abreast of laws and regulations for their respective areas and HR in general.
- Six current members of the HR management staff hold the Society for Human Resources Management's SHPR (Senior Professional in Human Resources) certification. Two staff members hold master's degrees in Business Administration and one holds a master's degree in Education. Continuing professional development and education are strongly encouraged for all HR staff.
- HR Managers attended workshops when funding for travel and associated costs permitted it.
- Implementation of EIS has significantly improved compliance with Fair Labor Standards Act, State Leave regulations, State Comptroller payroll guidelines, and Employee Retirement System regulations.

Changes Taken Based on Assessment Results:

- Several HR managers now hold their professional SPHR certifications (five attained theirs in FY 2000 and one attained hers in the Fall 2003.)
- EIS now provides 1) automatic payment of overtime hours for hourly employees in accordance with state and federal guidelines; 2) automatic payment of hours worked in excess of standard hours for part-time regular non-exempt employees; and, 3) a changed payment cycle for longevity for semi-monthly salaried employees that is in accordance with state payroll guidelines.

UNIVERSITY

INITIATIVE 2: Position UNT as the "University of Choice" in the region and beyond.

Budgeting Themes: All themes

HR Initiative/Objective/Outcome 2.1:

Promote membership in and the visibility of the North Texas Chapter of the National Coalition Building Institute (NCBI); continue to serve in a leadership role for NCBI throughout the metropolitan area, the State of Texas, and the southwest region of the United States.

HR Initiative/Objective/Outcome 2.2:

Provide building community, diversity, conflict resolution, and leadership development workshops and institutes for campus constituents, businesses, and the larger north Texas community.

Expected Outcome Measures:

Continued enhancement of UNT's image throughout the North Texas region and the state as a leader in the area of diversity; increased relationships with area schools and businesses; and, continue to develop a welcoming environment for all students, faculty, and staff. (These outcomes also apply to HR Objectives # 2.3 and 2.4 below.)

Assessment Tools:

Evaluations of workshops and other training presentations; number of requests for programs and information from internal and external sources; numbers participating in sponsored events; numbers of requests for co-sponsorship; membership in NT-NCBI; comparison to other NCBI campus affiliates throughout the United States; recognition of NCBI, International.

Use of Assessment Results:

Continuous monitoring of evaluations, available surveys (Incoming Freshmen Survey, Faculty/Staff Survey), and other feedback is used to plan programs, sponsorships, and the avenues by which we pursue relationships with area schools and businesses.

Changes Taken Based on Assessment Results:

UNT continues to be the home of the North Texas Chapter and the base of the NCBI southwest region; based on assessment results there has been increased advertisement and promotion of the NCBI work to increase the visibility and utilization of these programs both on and off campus.

- The NCBI work at UNT was featured along with four other NCBI campus affiliates in an international distribution piece entitled, Principles Into Practice.
- NCBI, International received recognition in President Clinton's best practices for racial reconciliation in 1999.
- NCBI, International campus program received best practice recognition from U.S. Department of Education in 2000.
- Associate HR director and director of NT-NCBI continues to serve on the Board of NCBI, International and Regional Director for NCBI Southwest.
- NT-NCBI co-sponsors many campus and community events, including:
 - Hispanic Friends conference
 - Equity and Diversity conference
 - Juneteeth Celebrations
 - Martin Luther King, Jr. Remembrance Events
 - Race Equality Day
 - September 11th Anniversary events ("Remembrance Wall" and Listening Tables)
- NT-NCBI facilitators have conducted programs for the community, for the state

and around the nation, including school districts, colleges and universities, non-profit organizations, churches and businesses.

HR Initiative/Objective/Outcome 2.3:

Conduct and publish annual Administrative Salary Survey and distribute to University administrators for review and consideration when funds become available for administrator market and/or equity adjustments.

Expected Outcome Measures:

Survey completed and distributed prior to budget process.

Assessment Tools:

Administrative Salary survey

Use of Assessment Results:

Survey completed annually and distributed to senior managers; survey information is also distributed to department heads and other employees on request. Survey data is reviewed annually for quality/applicability of information received and survey results are referred back to participating institutions as a participation incentive.

Changes Taken Based on Assessment Results:

Survey results were used along with other criteria as justification for adjusting the salaries of certain administrators.

HR Initiative/Objective/Outcome 2.4:

Conduct periodic salary surveys as needed and make recommendations regarding salary levels of classifications and adjustments to the classified salary schedule.

Expected Outcome Measures:

Salary surveys completed as needed and results used to make recommendations.

Assessment Tools:

Salary surveys; number of classifications and/or job groups upgraded; amount/percentage pay plan is adjusted.

Use of Assessment Results:

Surveys were conducted as needed and to the specifications of requestors. Most survey requests were ad hoc and required rapid data collection and assimilation to provide timely assistance in administrative salary decisions.

Changes Taken Based on Assessment Results:

- Salary surveys are now conducted almost exclusively by exchanges with e-mail contacts at other Texas institutions in order to speed and streamline response to

- requests. Data is referred to University managers usually within 2 – 5 working days.
- Certain job classifications and job groups have been upgraded to remain competitive
 - HR recommended and implemented a 2% across-the-board salary increase for staff members, and a 2% adjustment to all grades in the classified pay plan for FY 2004; and, implemented across-the-board increases mandated by the Texas Legislature during the last two biennium.

HR Initiative/Objective/Outcome 2.5:

Continue to administer the Outstanding Staff and Staff Contribution Awards programs and selection procedures with emphasis on fostering the selection of outstanding individuals whose achievements demonstrate support of the University's and college's/department's priorities and goals.

Expected Outcome Measures:

- Twelve (12) Outstanding Employee Awards and twelve (12) Staff Contribution Awards will be presented to recognize and monetarily reward staff members for outstanding contributions.
- Satisfaction of the University Staff with the awards programs.

Assessment Tools:

- Feedback from Staff Contribution Awards Committee and Staff Council.
- Staff Surveys conducted periodically by the University Planning Office.

Use of Assessment Results:

- Input and feedback from the Staff Council and Staff Contribution Awards Committee indicated support and endorsement of the concept to increase the number of awards from ten to twelve awards per year and the amount of the awards from \$750 to \$1,000 beginning with awards for FY 2000-2001.
- Analysis of staff comments and input from the Awards Committee indicated that University Staff are satisfied with the recognition program and selection procedures for Outstanding Staff and Staff Contribution programs.

Changes Taken Based on Assessment Results:

- Changes were made to increase the number of awards and to increase the monetary recognition from \$750 to \$1000 per award.
- HR policy was changed to reflect the increase in amount of award received by staff effective with awards given beginning with FY 2001.

HR Initiative/Objective/Outcome 2.6:

Continue to provide non-monetary rewards and recognition for individuals and departments for outstanding performance, excellent customer service, years of service, and suggestions for improvements and cost savings for the University, i.e.,

Soaring Eagle Awards, Outstanding Department Awards, Service Awards, TIP\$ Awards, etc.

Expected Outcome Measures:

Improve employee morale from recognition of outstanding employees and departments, and acceptance of employee suggestions that are cost savings or improvements in customer service.

Assessment Tools:

- Feedback and input from Staff Survey conducted periodically by the University Planning Office, Staff Council, TIP\$ Committee, and staff members.
- Number of Soaring Eagle Awards during the fiscal year.
- Number of Service Award recipients during the fiscal year.
- Number of outstanding departments recognized during the fiscal year.
- Number of TIP\$ Awards during the fiscal year.

Use of Assessment Results:

- Feedback from a suggestion program entry and the Staff Council indicated an interest in a time-off award program permitted by State statute but not previously adopted by the University.
- Analysis of faculty and staff feedback and input on the Staff Survey indicates satisfaction with non-monetary awards program currently in place.
- Analysis of the number of participants in Soaring Eagles and Service Awards program indicates staff members are participating.
- Analysis of the number and types of TIP\$ suggestions indicates that staff need encouragement to make more cost-savings suggestions.

Changes Taken Based on Assessment Results:

- A Star Performer Award program was inaugurated in FY 2004; the new award establishes the equivalent of one hour per eligible employee as an annual pool to be granted to outstanding performers in 1-day increments.
- A steady increase in the number of Soaring Eagle nominations (255 in FY 1998-99 and 646 in FY 2002-03), as well as feedback from faculty and staff, led to the addition, in FY 2001-02, of a group Soaring Eagle award.
- A steady increase in the number of TIP\$ suggestions (54 in FY 1998-99 and 84 in FY 2002-03), as well as feedback from suggestions and evaluators, led to changes in the process flow of TIP\$ evaluations that have improved response time. Additionally, in response to feedback, an on-line form was developed for both suggestions and evaluations.
- See also HR Outcome 2.7 above, and HR Outcome 9.6 below.

HR Initiative/Objective/Outcome 2.7:

Provide administrative support for the UNT Staff Council.

Expected Outcome Measures:

Assist in ensuring the success and operational efficiency of the Staff Council by keeping records of accomplishments and other data, providing administrative support to the election process, and attending meetings, maintaining a list of Staff Council accomplishments, and central recordkeeping and filing for Staff Council records.

Assessment Tools:

Staff Council Minutes, list of SC accomplishments on file in HR, other SC records and files maintained in HR. Feedback and input from Council members, the SC executive committee, and top-level administrators.

Use of Assessment Results:

Use assessment results to determine if changes need to be made to policies and/or procedures.

Changes Taken Based on Assessment Results:

- Two years ago established new internal timeline to have election process for new council members before 9-month employees summer break.
- On-going changes are made to the Staff Council web site based on feedback from SC members regarding best ways to communicate with staff constituents.
- Found ways to include SC representation on University committees and at University events, including the chair speaking at the Staff Convocation and members being represented at the Staff Picnic, Homecoming, Campus Beautification Day, etc.

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INITIATIVE 3:

Support Activities to Increase Retention and Graduation Rates for Both Undergraduate and Graduate Students.

See all other HR Initiatives/Objectives/Outcomes.

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INITIATIVE 4:

Strengthen Support for Research and Creative Activities.

See all other HR Initiatives/Objectives/Outcomes.

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INITIATIVE 5:

Increase external funding to the university.

See all other HR Initiatives/Objectives/Outcomes.

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INITIATIVE 6:

Integrate Research and Creative Opportunities into Programs to Strengthen Undergraduate and Graduate Education.

See all other HR Initiatives/Objectives/Outcomes.

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INITIATIVE 7: Use Technology and Equipment and Provide Support Staff Necessary for a High Quality Learning Environment and Efficient and Effective University Operations.

Budgeting Themes: Administrative Web-based systems

HR Initiative/Objective/Outcome 7.1:

Plan and implement the PeopleSoft HR/Payroll modules of the new Enterprise Information System (EIS).

Expected Outcome Measures:

- Implement EIS HR/Payroll modules (go live) by January 2, 2004.
- Establish relationships with other institutions of higher education in the State of Texas to gain valuable information regarding implementation pitfalls and successes.
- Participation in the (free) sharing of information, ideas and customized programs that address shortcomings of the PeopleSoft (PS) system by attending the annual Higher Education Users Group conference to network with other institutions across the United States.

Assessment Tools:

- EIS system is live for December 2003 payrolls paid on January 2, 2002.
- Network established with other institutions through direct contact and/or attendance at Higher Education Users Group (HEUG) Conference.

Use of Assessment Results:

- Payroll checks for UNT and UNT-System employees were correctly produced with minimal errors, and payroll deadline met on January 2, 2004.
- Networking and learning from others' experiences with PS have proven to be invaluable to the successful implementation of the base HR/Payroll, Benefits Administration, and Time & Labor modules.
- Information from other institutions was considered and invaluable when making decisions regarding EIS setup and processes. Software from other institutions that addressed implementation concerns was used.

Changes Taken Based on Assessment Results:

- Modified and installed other institution's software/programs that assisted in the implementation of the new system.
- The legacy Human Resource Management Information System (HRMIS) was replaced with the new EIS HR/Payroll, Benefits Administration, and Time & Labor

modules on January 2, 2004, and payrolls were successfully produced.

HR Initiative/Objective/Outcome 7.2:

Monitor procedures and forms used in all HR programs, i.e., orientation, retirement and insurance counseling, retirement and exit interviews, and other benefit programs, and staff employment, compensation and classification, employee relations, records, and training, and maximize effectiveness and efficiency.

Expected Outcome Measures:

- A more informed faculty and staff regarding available resources and services and more effective and efficient policies and procedures.
- UNT Employee Exit Survey should indicate why terminating employees are leaving UNT. It should reflect to what extent policies, agency practices, supervisors, pay, benefits, work load, etc influenced their decision to leave the University and should also indicate what areas at UNT they feel need change
- Benefit presentation Evaluations should reflect necessary forms are readily provided during such presentations and that said forms have clear and concise instructions
- Faculty and staff indicate satisfaction with the services of the Benefits Area of Human Resources
- Implementation of the HR website should indicate that current employees as well as prospective employees are kept informed of all benefit, compensation, employment, records and employee relations and training programs offered at UNT. The website should also make HR forms more readily available as well as provide for easier user access

Assessment Tools:

- Analysis of data using UNT Employee Exit Survey
- Analysis of data using employee presentation Evaluations
- Benchmarked with the State Auditor's Office Employee Exit Survey
- *Ask HR* and *Your Opinion Matters* website response/input form
- Annual forms review conducted by the HR staff members

Use of Assessment Results:

- Analysis of the use of Exit Surveys indicated that a large number of the exiting employees were not completing the Surveys and returning them to the Human Resources Department. Benchmarking indicated that we would better serve our exiting employees if exit surveys were available online.
- Feedback on number of hits on the website indicates employees are using the HR web site and pages to gather information about HR programs. Feedback from employees also indicates the site is easily navigated.
- Analysis of benefits presentation Evaluations indicated that required forms should be completed during orientation because employees indicated that they would prefer to have a benefits representative available to help them complete necessary paperwork.

- Results of annual form review indicated that several HR forms need revising.

Changes Taken Based on Assessment Results:

- The Benefits section of the HR department developed a new online Employee Exit Survey similar to the one used by the State Auditor’s Office. This new survey allows employees to complete the survey at their leisure and without the presence of others and has resulted in a much higher rate of return.
- A number of required forms were streamlined to allow orientation participants to complete paperwork during the actual orientation session when a benefits representative is present.
- Benefits related forms were revised and streamlined to provide appropriate, current, and accurate instructions and information

HR Initiative/Objective/Outcome:

Improve resources for faculty and staff by allowing greater and easier accessibility to HR information via the Web/Internet, and by keeping the HR network systems current to respond to changing needs of the University and its customers.

Expected Outcome Measures:

- Information on HR web pages is accurate and up to date and easily accessible.
- Improved and more efficient HR document processing via the Web
- HR network available to HR users.

Assessment Tools:

- Feedback received from the “Your Opinion Matters (Y.O.M.)” web page. This page serves as a mini web survey for the respondent to provide feedback on the usefulness of the content on the web pages, the ease of navigation, and any enhancements/suggestions they would like to see added. A link to this page is on every web page for easier access to provide us their opinion.
- Questions received from the “Ask HR” page. This web page is a free-text on-line form that allows the visitor to ask any question they like. A response is provided within one business day.

Use of Assessment Results:

- Feedback from the Y.O.M. survey indicated that although most of the web pages provided the information needed, it was sometimes difficult to find the page with the information they needed.
- The “Ask HR” method of interaction between our web page visitors and the HR staff has been quite successful. We have repeat visitors from inside the university community and outside utilizing this tool. On average there are approximately fifty questions per month

Changes Taken Based Assessment Results:

- Redesigned entire HR website for easier navigation and for better organization of information.
- Added content to HR web pages based on types of common questions received.

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INITIATIVE 8: Communicate the Strengths of the University.

See all other HR Initiatives/Objectives/Outcomes.

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INITIATIVE 9: Nurture a Spirit of Community and Unity throughout the University.

Budgeting Themes: Diversity

HR Initiative/Objective/Outcome 9.1:

Maintain an Employee Assistance Program (EAP) as a self-referral resource for faculty and staff and their dependents to address and deal with personal concerns and problems.

Expected Outcome Measures:

Employees will use the EAP at the same or better national utilization rate. Employees will be satisfied with the program and it will prove useful in contributing to a positive work environment and improved job performance. Cases assigned to EAP short-term counseling result in cost savings for mental health benefits and cost savings to the individual (insurance co-pay or out of pocket expense).

Assessment Tools:

Number of individuals who use services. (Utilization rates are examined each quarter.)
Survey of users of program and their supervisors (questionnaire is sent each user);
Surveys of employees. Annual and as needed meetings with service providers.

Use of Assessment Results:

Program was approved in 2000 and re-approved in 2003. The utilization rate has steadily increased since its inception. Utilization rate for 2001-02 was 6.7%. The utilization rate for 2002-03 was 8.9%. The national average is estimated to be between 4% - 8%. Assessment results have been used to determine if program is needed/desired by employees. Results have been used to determine if program has contributed to a positive work environment and improved job performance. Results have also been used to evaluate the provider, Workers Assistance Program. Meetings with provider have been used to discuss problems/concerns.

Changes Taken Based on Assessment Results:

- Changes to the program have been made primarily to its promotion and advertisement in order to increase utilization. EAP materials have been added to New Faculty and

Staff Orientation packets, and the EAP program is featured in each copy of the HR Newsletter. In April 2003, the development and distribution of newly designed promotional EAP materials to retirement eligible employees and their dependents boosted the utilization rate between April and August 2003.

- Meetings with the providers have been used to discuss problems, which have resulted in streamlining the management referral process and the addition and elimination of counselors. Results of the WAP, Inc. client evaluation questionnaire summary show 90% of respondents rate the EAO benefits “helpful to “very helpful”, and 100% of the respondents would recommend the EAP benefits to others.
- Evaluation of comments from faculty and staff, endorsement from the Staff Council and Faculty Senate, and the results of periodic faculty/staff surveys indicate customer satisfaction with the EAP program.
- There has been a significant reduction in the number of complaints to HR about WAP and/or the EAP program. In 2003-04 there have been no complaints.
- In spring 2004, there will be a link developed from the HR webpage to the monthly WAP/EAP newsletter.

HR Initiative/Objective/Outcome 9.2:

Encourage the use of the Alternative Dispute Resolution program; continue to train individuals to serve as neutrals.

Expected Outcome Measures:

Adequate number of well-trained neutrals to serve as mediators. Program will be utilized and with satisfactory results.

Assessment Tools:

Number of trained mediators/neutrals. Number of mediations conducted. A questionnaire given to each party and the neutral party following mediation. Faculty and Staff Surveys.

Use of Assessment Results:

Assessment results are used to determine needed training and/or policy or procedural changes. Results are also used to determine how many trained mediators/neutrals are needed. In the past five years, the ADR program has maintained a team of 9 or more trained staff and/or faculty members who serve as mediators for disputes involving University faculty, staff, or students. Since 1998, review of mediation evaluations completed by the parties participating in the mediation sessions shows 70% have been fully satisfied with the mediation process and outcome. The results of the Faculty/Staff Surveys indicated 90% of those responding were satisfied with the EAP Program.

Changes Taken Based on Assessment Results:

- *When the law was clarified as to the open records requirement of a written agreement resulting from mediation, an insert was added to the ADR brochure explaining this requirement and clarifying the need for confidentiality of the process.*

- *Periodic training of neutrals has been used to keep abreast of new regulations, practice skills, and discuss promotion of the program.*
- In 2000, the university added mediation curriculum to the Applied Sciences program in the School of Community services. The courses and internships meet the requirements of 40 hours of training needed to apply to the UNT ADR program. This program serves as a resource for increasing the pool of eligible ADR mediators.
- The Employee Relations area of HR, the Student Legal Advisor, and the Equal Opportunity Office regularly advise disputing parties on the option of mediation. All departmental training sessions conducted by the Employee Relations area include an overview of the ADR program. ADR materials have been added to the packets that employees receive during New Faculty and Staff Orientation programs.

HR Initiative/Objective/Outcome 9.3:

Promote and provide training programs that directly address issue of racism and other prejudices.

Expected Outcome Measures:

Position UNT to be seen as proactive in promoting diversity and in fighting prejudice; greater awareness and understanding amongst the UNT community; greater skills in prejudice reduction; meet compliance requirements.

Assessment Tools:

Number of programs; number and type of requests; number of participants; quality of evaluations; meetings with top level administrators; service on related University committees (e.g. Compliance Committee; Beyond Getting Along; Equity and Diversity Conference Planning Committee, etc.); grant proposal.

Use of Assessment Results:

In response to the multiple assessment tools used, many customized versions of the three main NCBI models (Building Community through Welcoming Diversity, Handling Controversy, and Violence Prevention) were developed and implemented to address specific areas of diversity. Received grant from Working Films, Inc. (see last item below).

Changes Taken Based on Assessment Results:

The following is a sample of some of the types of issue specific diversity programs developed in response to assessments:

- o Managing Across Generations (1998) – specific to age diversity
- o New Faculty/Staff Orientation (beginning in 1998 in English and in 1999 in Spanish and ongoing) – a shortened version of the Building Community workshop is now seen by all new faculty and staff members
- o Eagle Power (1998) – Building Community and Handling Controversy were modified and included in this eight week session designed at the request of the Eagle Student Services Center and based on survey and focus group data received from

- that group
- o NCBI leaders were actively involved in the development of the UNT Ally program (beginning in 1999), a program specific to ending prejudice against GLBT (Gay, Lesbian, Bi-sexual and Transgendered) people. Modifications to this program are made continually based on feedback and evaluations.
 - o Modifications have been made to all models to work with young people to reduce racism, violence, and prejudice (1998-2003). Youth initiatives include collaborations with Girls, Inc.; Imagine Teen Group; UNT Freshmen Orientation; Project Change (El Paso); Denton Independent School District; DECATS; and the Episcopal School of Dallas.
 - o A version of Building Community through Welcoming Diversity was specifically designed for police officers in 2000 and has been offered several times since, both at UNT and through the Southwest Law Enforcement Institute
 - o In FYs 2000-2002, customized programs were created around ending violence in the workplace and in schools
 - o NCBI was featured in the 2002 Equity and Diversity conference.
 - o In FY 2002-2003, several programs were created specific to gender diversity
 - o In FY 2002-2003, a program was created specific to diversity as it relates to disability
 - o In FY 2003-2004, NT-NCBI received a grant to develop a project on racism using the documentary, Two Towns of Jasper.

HR Initiative/Objective/Outcome 9.4:

Continue to administer the University's employee relations functions including staff performance counseling and discipline, and complaint and grievance policies/procedures.

Expected Outcome Measures:

Employees and managers are aware of their rights and responsibilities with regards to the performance counseling and discipline process and the complaint and grievance process as defined by UNT policies; and serious discipline and complaint issues are kept to a minimum through appropriate training and preventive counseling.

Assessment Tools:

Number of mediations requested; number of mediations conducted; number of employee relations contacts; number of Counseling Memos; number of formal complaints/grievances filed; number of grievances processed to a grievance review board; satisfaction survey results

Use of Assessment Results:

Assessment results are used to evaluate the effectiveness of the Employee Relations area; to determine needed training and to monitor compliance requirements.

Changes Taken Based on Assessment Results:

- Evaluation of comments from faculty and staff and the results of periodic faculty and staff surveys indicate customer satisfaction with the Employee Relations area. Between 1998 and June 2003, all employee grievances were resolved without initiating a grievance review board hearing. Overall, employee relations' contacts and counseling memos have stayed even or are slightly down.
- Employee Relations training sessions are conducted each year as requested by departments to explain and promote consistent interpretation of policies and procedures.
- The annual Leaders' Orientation and Legal Briefing programs always include employee relations issues and have been expanded to include representatives from Equal Opportunity to cover issues of discrimination, sexual harassment, and EEO law review.
- Employee Relations is developing a form for allegations of workplace violence, which will be finalized spring, 2004.

HR Initiative/Objective/Outcome 9.5:

Continue to schedule, arrange, and conduct all HR special events such as the Service Awards Program, Retiree's Luncheon and Reception, and Staff Sack Luncheon with the President.

Expected Outcome Measures:

- All events scheduled, arranged and conducted successfully.
- Participants and others are satisfied with the events and programs.

Assessment Tools:

- Feedback and input from participants and other faculty and staff.
- Attendance for special events programs.

Use of Assessment Results:

- Results showed increased number of faculty/staff participants attending the programs with guests and others wishing to congratulate their colleagues and friends.
- Several faculty and staff indicated that they wanted service recognition for total UNT System (including UNT System, UNT and UNT-HSC at Ft. Worth) service, not just UNT service, and for total service, not just for continuous service with the System.
- Evaluation of input and direct feedback from faculty and staff indicated their satisfaction with the programs and events.

Changes Taken Based on Assessment Results:

- Effective with FY 2003, changed Service Awards Program to recognize faculty and staff for their total non-continuous service with the UNT System.

HR Initiative/Objective/Outcome 9.6:

Continue to publish an excellent and informative monthly HR Newsletter and quarterly Retiree Newsletter to keep active and retired faculty and staff informed about HR policies, benefits and other issues.

Expected Outcome Measures:

- HR Newsletters and Retiree Newsletters are published and distributed as scheduled.
- Input from faculty and staff indicate satisfaction with the newsletter.

Assessment Tools:

- Feedback from faculty and staff and Staff Council.
- Evaluation of results of periodic Faculty and Staff Surveys.

Use of Assessment Results:

- Results of Faculty and Staff Surveys indicate that faculty and staff members are satisfied with the HR Newsletter, and that it is widely read by employees on campus.
- Staff Council requested that a section of Newsletter be devoted to news the staff council wanted published.

Changes Taken Based on Assessment Results:

- A section of the Newsletter is now devoted to news from the Staff Council.

HR Initiative/Objective/Outcome 9.7:

Improve relations with retirees of the University through support for the new Continuing Academic and Professional Services (CAPS) Council and the Retired Instructors, Personnel and Spouses (RIPS).

Expected Outcome Measures:

- Improve relations with retirees and surviving spouses and their active participation in the life of the University.

Assessment Tools:

- Direct feedback from retired faculty and staff and CAPS and RIPS members, and the results of periodic retiree surveys.
- Increase in the number of retired faculty and staff participating in CAPS and RIPS.

Use of Assessment Results:

- Although the University offered benefits and privileges to retirees, a retiree's surviving spouse did not receive those same benefits and privileges.
- Input from retirees indicated that they felt like they were not being kept informed about the University special events and their benefits and privileges.
- Feedback indicated that retired members of CAPS and RIPS are satisfied with services and support provided by the Benefits area.
- The number of retired faculty/staff participating in CAPS and RIPS remains stable.

Changes Taken Based on Assessment Results:

- The Benefits section of the HR department developed a quarterly retiree newsletter that is sent to all UNT retired faculty and staff members.
- Surviving spouses were given access to the same benefits and privileges as retirees.

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INITIATIVE 10: Evaluate and Streamline Processes and Procedures to be more friendly and efficient, and reduce unnecessary duplication.

Budgeting Themes: Administrative Web-based Systems.

HR Initiative/Objective/Outcome 10.1:

Evaluate and streamline HR processes and procedures to be more friendly and efficient, and reduce unnecessary duplication.

Expected Outcome Measures:

Improved and streamlined processes and procedures; see all HR Outcome Measures.

Assessment Tools:

Coordination and collaboration across HR areas to improve and streamline processes and procedures, as well as provide for cost savings. See also Assessment Tools for all other HR Outcomes.

Use of Assessment Results and Changes Taken Based on Assessment Results:

See Assessment Results for all other HR Outcomes, particularly 7.2.