

EASTERN KENTUCKY UNIVERSITY

HUMAN RESOURCES

ACTION PLAN

Planning Cycle: 2003-2006

Date of Submission: MAY 31, 2006

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EXECUTIVE SUMMARY

The Human Resources Office developed an Action Plan to align with the strategic plan of Eastern Kentucky University. This plan is a roadmap that will guide Human Resources in fulfilling its mission and goals. The plan provides a description of Human Resources, including its strategic planning team members, its mission, relevant ECU strategic directions, HR goals, objectives, key performance indicators, and results of our 2006 environmental scan/SWOT analysis.

The Human Resources Office developed this Action Plan by using an inclusive planning process, with participation from several staff members. The Human Resources Action Plan is primarily focused on continuous improvement efforts in various HR processes and services, as well as, the establishment of new initiatives that will assist in moving ECU forward. Our mission is to provide high quality, customer focused, comprehensive human resources to the University Community and the directions that we have identified for the upcoming years will reflect this mission.

Overall, the Human Resource's Action Plan illustrates the contributions to the progress of Eastern Kentucky University's 2006-2010 Strategic Plan.

DESCRIPTION OF HUMAN RESOURCES

Members

Members of the HR Strategic Planning Team include:

Virginia Underwood, Chief of Staff

Gary Barksdale, HR Director

Wally Skiba, HR Manager

Adrienne Bauer, HR Manager

Don Deluca, HR Supervisor

Donna Simmons, Payroll Coordinator

Jenny Allen, Equal Opportunity, Affirmative Action Specialist

Bonita Mannings, Policy & Compliance Specialist

Mission Statement

The Human Resources Department of Eastern Kentucky University provides high quality, customer focused, comprehensive human resources to the University Community.

Human Resources Goals

- I. **06-10 Academic/Academic Support** - 06-10: Continue to support the compensation improvements of the university.
- II. **06-10 Administrative/ Financial** - 06-10: Improve communication and HR policy/procedure understanding throughout the university.
- III. **06-10 Administrative/ Financial** - 06-10: Achieve a high level of customer satisfaction.
- IV. **06-10 Scholarship /Professional Development** - 06-10: Provide training and developmental opportunities to University employees.
- V. **06-10 Scholarship /Professional Development** - 06-10: Provide opportunities to enhance ECU employees quality of work life
- VI. **06-10 Administrative/ Financial** - 06-10: Maximize the availability and use of technology in the provision of HR services.
- VII. **06-10 Constituent Engagement** - 06-10: Increase HR's strategic presence through the enhancement of relationships within the campus community.

**Human Resources:
Objectives and Linkages
Evaluation Methods and Results**

I. Human Resources Planning Objectives with no Budget Requests

1. **No \$ Planning Objectives**

- i. **06-10: 1B: Assistance with system** - Secure assistance of system from Dr. Engle

Assessment Measure/KPI	Criterion
Yes/No	

- ii. Linkages to Eastern Kentucky University EKU Strategic Directions:
- a. **06-10 Academic/Academic Support** - SD 3.5: Improve compensation, working conditions, and support for research to attract and retain high quality faculty and staff.

Linkages to Policy, Compliance & Governance Unit Strategic Directions:

- b. Improve the services/operation of the office

- iii. **06-10: 1D: Job Specification** - Develop job specification for each position

Assessment Measure/KPI	Criterion
Percent Completed	

- iv. Linkages to Eastern Kentucky University EKU Strategic Directions:
- a. **06-10 Academic/Academic Support** - SD 3.5: Improve compensation, working conditions, and support for research to attract and retain high quality faculty and staff.

Linkages to Policy, Compliance & Governance Unit Strategic Directions:

- b. Improve the services/operation of the office

- v. **06-10: 1E: Compensation policy** - Develop compensation policy statement, obtain approval

Assessment Measure/KPI	Criterion
Yes/No	
Policy Statement	

- vi. Linkages to Eastern Kentucky University EKU Strategic Directions:
 - a. **06-10 Academic/Academic Support** - SD 3.5: Improve compensation, working conditions, and support for research to attract and retain high quality faculty and staff.

Linkages to Policy, Compliance & Governance Unit Strategic Directions:

- b. Improve the services/operation of the office

- vii. **06-10: 1F: Job/Market analysis** - Complete thorough job/market analysis for all positions

Assessment Measure/KPI	Criterion
Percent/Number analysis completed	

- viii. Linkages to Eastern Kentucky University EKU Strategic Directions:
 - a. **06-10 Academic/Academic Support** - SD 3.5: Improve compensation, working conditions, and support for research to attract and retain high quality faculty and staff.

Linkages to Policy, Compliance & Governance Unit Strategic Directions:

- b. Improve the services/operation of the office

- ix. **06-10: 1H: Diversity policies** - Research family-friendly/diverse issue policies/practices for implementation at EKU

Assessment Measure/KPI **Criterion**

Number of topics researched
Number of sources of research

- x. Linkages to Eastern Kentucky University EKU Strategic Directions:
 - a. **06-10 Academic/Academic Support** - SD 3.5: Improve compensation, working conditions, and support for research to attract and retain high quality faculty and staff.

Linkages to Policy, Compliance & Governance Unit Strategic Directions:

- b. Improve the services/operation of the office

- xi. **06-10: 2A: Policy/procedure manuals** - Develop and distribute HR policy/procedure manuals

Assessment Measure/KPI **Criterion**

Yes/No

- xii. Linkages to Eastern Kentucky University EKU Strategic Directions:
 - a. **06-10 Administrative/ Financial** - SD 2.2: Continue a model to improve institutional effectiveness by utilizing shared governance and stakeholder participation in the strategic planning, budgeting and assessment process.

Linkages to Policy, Compliance & Governance Unit Strategic Directions:

- b. Ensure that EKU policies align with the University's strategic Plan
- c. Offer educational opportunities to faculty and staff concerning policy and compliance issues on campus

- xiii. **06-10: 2B: Employee handbook** - Develop employee handbook

Assessment Measure/KPI	Criterion
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Yes/No

- xiv. Linkages to Eastern Kentucky University EKU Strategic Directions:
- a. **06-10 Administrative/ Financial** - SD 2.2: Continue a model to improve institutional effectiveness by utilizing shared governance and stakeholder participation in the strategic planning, budgeting and assessment process.

Linkages to Policy, Compliance & Governance Unit Strategic Directions:

- b. Ensure that EKU policies align with the University's strategic Plan
 - c. Offer educational opportunities to faculty and staff concerning policy and compliance issues on campus
- xv. **06-10: 2C: Director's meeting** - Establish regular meeting for all Director's

Assessment Measure/KPI	Criterion
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Yes/No

- xvi. Linkages to Eastern Kentucky University EKU Strategic Directions:
- a. **06-10 Administrative/ Financial** - SD 2.2: Continue a model to improve institutional effectiveness by utilizing shared governance and stakeholder participation in the strategic planning, budgeting and assessment process.

Linkages to Policy, Compliance & Governance Unit Strategic Directions:

- b. Ensure that EKU policies align with the University's strategic Plan
- c. Offer educational opportunities to faculty and staff concerning policy and compliance issues on campus

- xvii. **06-10: 2D: Employee orientation** - Implement a new employee orientation program in conjunction with Equal Opportunity Office.

Assessment Measure/KPI Criterion

Yes/No

Feedback results of session

- xviii. Linkages to Eastern Kentucky University EKU Strategic Directions:
 - a. **06-10 Administrative/ Financial** - SD 2.2: Continue a model to improve institutional effectiveness by utilizing shared governance and stakeholder participation in the strategic planning, budgeting and assessment process.

Linkages to Policy, Compliance & Governance Unit Strategic Directions:

- b. Ensure that EKU policies align with the University's strategic Plan
- c. Offer educational opportunities to faculty and staff concerning policy and compliance issues on campus

- xix. **06-10: 2E: Information sessions to University** - Provide regular information sessions to University community on related HR topics

Assessment Measure/KPI Criterion

Number of meetings held

Topics discussed

- xx. Linkages to Eastern Kentucky University EKU Strategic Directions:
 - a. **06-10 Administrative/ Financial** - SD 2.2: Continue a model to improve institutional effectiveness by utilizing shared governance and stakeholder participation in the strategic planning, budgeting and assessment process.

Linkages to Policy, Compliance & Governance Unit Strategic Directions:

- b. Ensure that EKU policies align with the University's strategic Plan
- c. Offer educational opportunities to faculty and staff concerning policy and compliance issues on campus

xxi. **06-10: 2G: Area Flowchart/SOP** - Develop flowchart/SOP for each HR functional area

Assessment Measure/KPI	Criterion
Yes/No	
Number completed compared to number needed	

xxii. Linkages to Eastern Kentucky University EKU Strategic Directions:

- a. **06-10 Administrative/ Financial** - SD 2.2: Continue a model to improve institutional effectiveness by utilizing shared governance and stakeholder participation in the strategic planning, budgeting and assessment process.

Linkages to Policy, Compliance & Governance Unit Strategic Directions:

- b. Ensure that EKU policies align with the University's strategic Plan
- c. Offer educational opportunities to faculty and staff concerning policy and compliance issues on campus

xxiii. **06-10: 2H: Speaker bureau** - Develop speaker bureau

Assessment Measure/KPI	Criterion
Yes/No	

xxiv. Linkages to Eastern Kentucky University EKU Strategic Directions:

- a. **06-10 Administrative/ Financial** - SD 2.2: Continue a model to improve institutional effectiveness by utilizing

shared governance and stakeholder participation in the strategic planning, budgeting and assessment process.

Linkages to Policy, Compliance & Governance Unit Strategic Directions:

- b. Ensure that EKU policies align with the University's strategic Plan
- c. Offer educational opportunities to faculty and staff concerning policy and compliance issues on campus

xxv. **06-10: 2I: Exit interviews** - Develop and implement exit interview process, including training

Assessment Measure/KPI	Criterion
Yes/No	
Feedback results	
Number of training sessions held	
Number of participants	

xxvi. Linkages to Eastern Kentucky University EKU Strategic Directions:

- a. **06-10 Administrative/ Financial** - SD 2.2: Continue a model to improve institutional effectiveness by utilizing shared governance and stakeholder participation in the strategic planning, budgeting and assessment process.

Linkages to Policy, Compliance & Governance Unit Strategic Directions:

- b. Ensure that EKU policies align with the University's strategic Plan
- c. Offer educational opportunities to faculty and staff concerning policy and compliance issues on campus

xxvii. **06-10: 3A: Assess customer satisfaction** - Assess customer satisfaction of HR as follow-up to 2004 survey

Assessment Measure/KPI **Criterion**

Survey/Focus group results

- xxviii. Linkages to Eastern Kentucky University EKU Strategic Directions:
- a. **06-10 Administrative/ Financial** - SD 2.2: Continue a model to improve institutional effectiveness by utilizing shared governance and stakeholder participation in the strategic planning, budgeting and assessment process.

Linkages to Policy, Compliance & Governance Unit Strategic Directions:

- b. Improve the services/operation of the office

- xxix. **06-10: 3B: Customer service culture** - Develop culture of customer service within HR

Assessment Measure/KPI **Criterion**

Survey/Focus group/ Other assessment measure

HR Staff Attend Multi-cultural communication training: Yes/No

HR Staff Attend Team-building training: Yes/No

- xxx. Linkages to Eastern Kentucky University EKU Strategic Directions:
- a. **06-10 Administrative/ Financial** - SD 2.2: Continue a model to improve institutional effectiveness by utilizing shared governance and stakeholder participation in the strategic planning, budgeting and assessment process.

Linkages to Policy, Compliance & Governance Unit Strategic Directions:

- b. Improve the services/operation of the office

xxxii. **06-10: 3D: Streamlined workflow** - Implement streamlined HR workflow process

Assessment Measure/KPI	Criterion
Yes/No	
Technologies acquired/applied	

xxxiii. Linkages to Eastern Kentucky University EKU Strategic Directions:
a. **06-10 Administrative/ Financial** - SD 2.2: Continue a model to improve institutional effectiveness by utilizing shared governance and stakeholder participation in the strategic planning, budgeting and assessment process.

Linkages to Policy, Compliance & Governance Unit Strategic Directions:

b. Improve the services/operation of the office

xxxiiii. **06-10: 4A: Assess staff training needs** - Assess staff training needs to determine training priorities and budget needs

Assessment Measure/KPI	Criterion
Yes/No	
Results of Needs Assessment	
Identify existing indicators of training needs	

xxxv. Linkages to Eastern Kentucky University EKU Strategic Directions:
a. **06-10 Scholarship /Professional Development** - SD 4.1: Enhance professional development opportunities.

Linkages to Policy, Compliance & Governance Unit Strategic Directions:

b. Offer educational opportunities to faculty and staff concerning policy and compliance issues on campus

xxxv. **06-10: 4C: Training calendar** - Develop annual training calendar

Assessment Measure/KPI	Criterion
Yes/No	

xxxvi. Linkages to Eastern Kentucky University EKU Strategic Directions:

- a. **06-10 Scholarship /Professional Development** - SD 4.3:
Develop and implement a plan to increase the amount of time available for faculty and staff to pursue professional activities, creative endeavors, and research.

Linkages to Policy, Compliance & Governance Unit Strategic Directions:

- b. Offer educational opportunities to faculty and staff concerning policy and compliance issues on campus

xxxvii. **06-10: 4D: Customer service training** - Provide on going customer service training for employees

Assessment Measure/KPI	Criterion
Number of sessions/participants	
Session feedback results	

xxxviii. Linkages to Eastern Kentucky University EKU Strategic Directions:

- a. **06-10 Scholarship /Professional Development** - SD 4.1:
Enhance professional development opportunities.

Linkages to Policy, Compliance & Governance Unit Strategic Directions:

- b. Offer educational opportunities to faculty and staff concerning policy and compliance issues on campus

xxxix. **06-10: 4E: Internal webinars** - Research ability to conduct internal webinars across campus

Assessment Measure/KPI	Criterion
Yes/No	

- xl. Linkages to Eastern Kentucky University EKU Strategic Directions:
- a. **06-10 Scholarship /Professional Development** - SD 4.2: Enhance facilities, resources, and opportunities for faculty, staff, and students to pursue creative endeavors and research.

Linkages to Policy, Compliance & Governance Unit Strategic Directions:

- b. Offer educational opportunities to faculty and staff concerning policy and compliance issues on campus

xli. **06-10: 4F: Online training** - Research online training opportunities

Assessment Measure/KPI	Criterion
Yes/No	

- xlii. Linkages to Eastern Kentucky University EKU Strategic Directions:
- a. **06-10 Scholarship /Professional Development** - SD 4.1: Enhance professional development opportunities.

Linkages to Policy, Compliance & Governance Unit Strategic Directions:

- b. Offer educational opportunities to faculty and staff concerning policy and compliance issues on campus

xliii. **06-10: 4G: Supervisor training** - Develop, conduct orientation process training for supervisors

Assessment Measure/KPI **Criterion**

Yes/No

Number of participants

Percent of Supervisors trained

- xliv. Linkages to Eastern Kentucky University EKU Strategic Directions:
 - a. **06-10 Scholarship /Professional Development** - SD 4.1: Enhance professional development opportunities.

- Linkages to Policy, Compliance & Governance Unit Strategic Directions:
 - b. Offer educational opportunities to faculty and staff concerning policy and compliance issues on campus

- xlv. **06-10: 4H: External training** - Partner with EKU departments/external community to provide training opportunities

Assessment Measure/KPI **Criterion**

Number of participants

- xlvi. Linkages to Eastern Kentucky University EKU Strategic Directions:
 - a. **06-10 Scholarship /Professional Development** - SD 4.1: Enhance professional development opportunities.

- Linkages to Policy, Compliance & Governance Unit Strategic Directions:
 - b. Offer educational opportunities to faculty and staff concerning policy and compliance issues on campus

- xlvii. **06-10: 4I: Performance appraisals** - Develop, implement campus-wide performance appraisal system, including training of process.

Assessment Measure/KPI **Criterion**

Yes/No: Developed

Percent implemented/trained

Number evaluations completed

- xlvi. Linkages to Eastern Kentucky University EKU Strategic Directions:
- a. **06-10 Administrative/ Financial** - SD 2.2: Continue a model to improve institutional effectiveness by utilizing shared governance and stakeholder participation in the strategic planning, budgeting and assessment process.
 - b. **06-10 Scholarship /Professional Development** - SD 4.1: Enhance professional development opportunities.

Linkages to Policy, Compliance & Governance Unit Strategic Directions:

- c. Offer educational opportunities to faculty and staff concerning policy and compliance issues on campus

- xlix. **06-10: 4J: Career planning practices** - Explore best practices for career planning at Eastern Kentucky University

Assessment Measure/KPI **Criterion**

Yes/No

Results/Summary of research

1. Linkages to Eastern Kentucky University EKU Strategic Directions:
- a. **06-10 Administrative/ Financial** - SD 2.2: Continue a model to improve institutional effectiveness by utilizing shared governance and stakeholder participation in the strategic planning, budgeting and assessment process.
 - b. **06-10 Scholarship /Professional Development** - SD 4.1: Enhance professional development opportunities.

Linkages to Policy, Compliance & Governance Unit Strategic Directions:

- c. Offer educational opportunities to faculty and staff concerning policy and compliance issues on campus

- li. **06-10: 4L: HR staff performance appraisals** - Conduct performance appraisal on each HR staff, including professional development

Assessment Measure/KPI	Criterion
Yes/No	
Percent of staff performance appraisals conducted	

- lii. Linkages to Eastern Kentucky University EKU Strategic Directions:
 - a. **06-10 Scholarship /Professional Development** - SD 4.1: Enhance professional development opportunities.

Linkages to Policy, Compliance & Governance Unit Strategic Directions:

- b. Offer educational opportunities to faculty and staff concerning policy and compliance issues on campus

- liii. **06-10: 4M: Web time entry** - Conduct web time entry training

Assessment Measure/KPI	Criterion
Number of sessions	
Percent of departments trained	

- liv. Linkages to Eastern Kentucky University EKU Strategic Directions:
 - a. **06-10 Scholarship /Professional Development** - SD 4.1: Enhance professional development opportunities.

Linkages to Policy, Compliance & Governance Unit Strategic Directions:

- b. Offer educational opportunities to faculty and staff concerning policy and compliance issues on campus
- iv. **06-10: 5A: Wellness program participation** - Obtain 15% participation rate in employee wellness program

Assessment Measure/KPI	Criterion
Participation rate (%)	

- lvi. Linkages to Eastern Kentucky University EKU Strategic Directions:
 - a. **06-10 Scholarship /Professional Development** - SD 4.2: Enhance facilities, resources, and opportunities for faculty, staff, and students to pursue creative endeavors and research.

Linkages to Policy, Compliance & Governance Unit Strategic Directions:

- b. Improve the services/operation of the office

- lvii. **06-10: 5B: Onsite childcare** - Explore feasibility of onsite childcare facility

Assessment Measure/KPI	Criterion
Needs assessment results	
List of potential providers	
Proposal for facility	

- lviii. Linkages to Eastern Kentucky University EKU Strategic Directions:
 - a. **06-10 Scholarship /Professional Development** - SD 4.2: Enhance facilities, resources, and opportunities for faculty, staff, and students to pursue creative endeavors and research.

Linkages to Policy, Compliance & Governance Unit Strategic Directions:

- b. Improve the services/operation of the office

- lix. **06-10: 5E: Flexible scheduling** - Explore feasibility of flexible scheduling

Assessment Measure/KPI	Criterion
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Identification of best practices in flexible scheduling

- ix. Linkages to Eastern Kentucky University EKU Strategic Directions:
 - a. **06-10 Scholarship /Professional Development** - SD 4.2: Enhance facilities, resources, and opportunities for faculty, staff, and students to pursue creative endeavors and research.

Linkages to Policy, Compliance & Governance Unit Strategic Directions:

- b. Improve the services/operation of the office

- lxi. **06-10: 5F: Elder-care referral** - Research elder-care referral programs

Assessment Measure/KPI	Criterion
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Results/summary of research

- lxii. Linkages to Eastern Kentucky University EKU Strategic Directions:
 - a. **06-10 Scholarship /Professional Development** - SD 4.2: Enhance facilities, resources, and opportunities for faculty, staff, and students to pursue creative endeavors and research.

Linkages to Policy, Compliance & Governance Unit Strategic Directions:

- b. Improve the services/operation of the office

- lxiii. **06-10: 6A: HR website** - Enhance HR website to maximize communication opportunities

Assessment Measure/KPI	Criterion
Yes/No: New Template	
Number of new HR web offerings	

- lxiv. Linkages to Eastern Kentucky University ECU Strategic Directions:
- a. **06-10 Administrative/ Financial** - SD 2.1: Enhance technology to ensure access to adequate and secure technology for all faculty, students, and staff.

Linkages to Policy, Compliance & Governance Unit Strategic Directions:

- b. Improve the services/operation of the office

- lxv. **06-10: 6B: HRIS** - Implement an effective, integrated HRIS

Assessment Measure/KPI	Criterion
Number of new technologies implemented	

- lxvi. Linkages to Eastern Kentucky University ECU Strategic Directions:
- a. **06-10 Administrative/ Financial** - SD 2.1: Enhance technology to ensure access to adequate and secure technology for all faculty, students, and staff.

Linkages to Policy, Compliance & Governance Unit Strategic Directions:

- b. Improve the services/operation of the office

- lxvii. **06-10: 6C: Open enrollment** - Implement electronic open enrollment process

Assessment Measure/KPI	Criterion
Yes/No	

- lxviii. Linkages to Eastern Kentucky University EKU Strategic Directions:
a. **06-10 Administrative/ Financial** - SD 2.1: Enhance technology to ensure access to adequate and secure technology for all faculty, students, and staff.

Linkages to Policy, Compliance & Governance Unit Strategic Directions:

- b. Improve the services/operation of the office

- lxix. **06-10: 6E: Banner skill base** - Build employee Banner skill base

Assessment Measure/KPI	Criterion
Percent of error on audit reports reduced	

- lxx. Linkages to Eastern Kentucky University EKU Strategic Directions:
a. **06-10 Administrative/ Financial** - SD 2.1: Enhance technology to ensure access to adequate and secure technology for all faculty, students, and staff.

Linkages to Policy, Compliance & Governance Unit Strategic Directions:

- b. Improve the services/operation of the office

- lxxi. **06-10: 6F: Web-time entry** - Implement web-time entry

Assessment Measure/KPI	Criterion
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Number of implemented departments

- lxxii. Linkages to Eastern Kentucky University EKU Strategic Directions:
a. **06-10 Administrative/ Financial** - SD 2.1: Enhance technology to ensure access to adequate and secure technology for all faculty, students, and staff.
- Linkages to Policy, Compliance & Governance Unit Strategic Directions:
b. Improve the services/operation of the office
- lxxiii. **06-10: 6G: Banner security** - Establish Banner security protocol

Assessment Measure/KPI	Criterion
Yes/No: Protocol Developed	
Identification of person responsible for Org Security	

- lxxiv. Linkages to Eastern Kentucky University EKU Strategic Directions:
a. **06-10 Administrative/ Financial** - SD 2.1: Enhance technology to ensure access to adequate and secure technology for all faculty, students, and staff.
- Linkages to Policy, Compliance & Governance Unit Strategic Directions:
b. Improve the services/operation of the office
- lxxv. **06-10: 7A: Director's meeting** - Establish/conduct Director's meeting

Assessment Measure/KPI	Criterion
Yes/No	

- lxxvi. Linkages to Eastern Kentucky University EKU Strategic Directions:
- a. **06-10 Constituent Engagement** - SD 5.3: Enhance external and internal marketing and public relations to increase visibility.

Linkages to Policy, Compliance & Governance Unit Strategic Directions:

- b. Develop a collaborative relationship with the campus and community
- c. Ensure that EKU policies align with the University's strategic Plan

- lxxvii. **06-10: 7B: HR and Strategic Planning** - Inquire about HR representation on the Strategic Planning Committee

Assessment Measure/KPI	Criterion
Yes/No	

- lxxviii. Linkages to Eastern Kentucky University EKU Strategic Directions:
- a. **06-10 Constituent Engagement** - SD 5.3: Enhance external and internal marketing and public relations to increase visibility.

Linkages to Policy, Compliance & Governance Unit Strategic Directions:

- b. Develop a collaborative relationship with the campus and community
- c. Ensure that EKU policies align with the University's strategic Plan

- lxxix. **06-10: 7C: HR reps. across campus** - Explore the establishment of HR Representatives/Designees across campus

Assessment Measure/KPI	Criterion
Results of needs assessment	

- lxxx. Linkages to Eastern Kentucky University EKU Strategic Directions:
a. **06-10 Constituent Engagement** - SD 5.3: Enhance external and internal marketing and public relations to increase visibility.

Linkages to Policy, Compliance & Governance Unit Strategic Directions:

- b. Develop a collaborative relationship with the campus and community
c. Ensure that EKU policies align with the University's strategic Plan

- lxxxii. **06-10: 7D: Policy development committees and budget council**
- Representation on any policy development committee/budget council

Assessment Measure/KPI Criterion

Number/Percent of committees
with HR Representation

- lxxxii. Linkages to Eastern Kentucky University EKU Strategic Directions:
a. **06-10 Constituent Engagement** - SD 5.3: Enhance external and internal marketing and public relations to increase visibility.

Linkages to Policy, Compliance & Governance Unit Strategic Directions:

- b. Develop a collaborative relationship with the campus and community
c. Ensure that EKU policies align with the University's strategic Plan

II. Human Resources Planning Objectives with Budget Requests

1. **\$ Planning Objectives**

- i. **06-10: 1A: Compensation platform/system** - Develop compensation platform/system

Assessment Measure/KPI **Criterion**

Yes/No

- ii. Linkages to Eastern Kentucky University EKU Strategic Directions:
 - a. **06-10 Academic/Academic Support** - SD 3.5: Improve compensation, working conditions, and support for research to attract and retain high quality faculty and staff.

Linkages to Policy, Compliance & Governance Unit Strategic Directions:

- b. Improve the services/operation of the office

- iii. **06-10: 1C: Compensation Staff** - Hire compensation analyst

Assessment Measure/KPI **Criterion**

Yes/No

- iv. Linkages to Eastern Kentucky University EKU Strategic Directions:
 - a. **06-10 Academic/Academic Support** - SD 3.5: Improve compensation, working conditions, and support for research to attract and retain high quality faculty and staff.

Linkages to Policy, Compliance & Governance Unit Strategic Directions:

- b. Improve the services/operation of the office

- v. **06-10: 1G: Equity** - Continue to allocate dollars to staff to reach 100% equity adjustment targets

Assessment Measure/KPI **Criterion**

Percent of target achieved

Dollar amount allocated

Number of affected staff

- vi. Linkages to Eastern Kentucky University EKU Strategic Directions:
 - a. **06-10 Academic/Academic Support** - SD 3.5: Improve compensation, working conditions, and support for research to attract and retain high quality faculty and staff.

Linkages to Policy, Compliance & Governance Unit Strategic Directions:

- b. Improve the services/operation of the office
- vii. **06-10: 2F: Employment process** - Standardized employment process, including development of manuals

Assessment Measure/KPI	Criterion
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Yes/No

- viii. Linkages to Eastern Kentucky University EKU Strategic Directions:
 - a. **06-10 Administrative/ Financial** - SD 2.2: Continue a model to improve institutional effectiveness by utilizing shared governance and stakeholder participation in the strategic planning, budgeting and assessment process.

Linkages to Policy, Compliance & Governance Unit Strategic Directions:

- b. Ensure that EKU policies align with the University's strategic Plan
 - c. Offer educational opportunities to faculty and staff concerning policy and compliance issues on campus
- ix. **06-10: 2J: Background screening** - Implement background screening in selection process

Assessment Measure/KPI	Criterion
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Yes/No

- x. Linkages to Eastern Kentucky University EKU Strategic Directions:
 - a. **06-10 Administrative/ Financial** - SD 2.2: Continue a model to improve institutional effectiveness by utilizing shared governance and stakeholder participation in the strategic planning, budgeting and assessment process.

Linkages to Policy, Compliance & Governance Unit Strategic Directions:

- b. Ensure that EKU policies align with the University's strategic Plan
 - c. Offer educational opportunities to faculty and staff concerning policy and compliance issues on campus

- xi. **06-10: 3C: person to job fit** - Enhance person-job fit within HR

Assessment Measure/KPI	Criterion
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Performance appraisal results of HR staff	
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Individual professional development accomplishments	
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- xii. Linkages to Eastern Kentucky University EKU Strategic Directions:
 - a. **06-10 Administrative/ Financial** - SD 2.2: Continue a model to improve institutional effectiveness by utilizing shared governance and stakeholder participation in the strategic planning, budgeting and assessment process.

Linkages to Policy, Compliance & Governance Unit Strategic Directions:

- b. Improve the services/operation of the office

- xiii. **06-10: 4B: Training** - Obtain training facility and equipment

Assessment Measure/KPI	Criterion
Yes/No	

- xiv. Linkages to Eastern Kentucky University EKU Strategic Directions:
- a. **06-10 Scholarship /Professional Development** - SD 4.2: Enhance facilities, resources, and opportunities for faculty, staff, and students to pursue creative endeavors and research.

Linkages to Policy, Compliance & Governance Unit Strategic Directions:

- b. Offer educational opportunities to faculty and staff concerning policy and compliance issues on campus

- xv. **06-10: 4K: HR staff development** - Provide development opportunities to HR staff - bring in external HR experts

Assessment Measure/KPI	Criterion
Number of opportunities provided	
Percent of staff affected	
Feedback on effectiveness	

- xvi. Linkages to Eastern Kentucky University EKU Strategic Directions:
- a. **06-10 Scholarship /Professional Development** - SD 4.1: Enhance professional development opportunities.

Linkages to Policy, Compliance & Governance Unit Strategic Directions:

- b. Offer educational opportunities to faculty and staff concerning policy and compliance issues on campus

- xvii. **06-10: 5C: Employee assistance** - Implement employee assistance program

Assessment Measure/KPI **Criterion**
Yes/No

- xviii. Linkages to Eastern Kentucky University EKU Strategic Directions:
a. **06-10 Scholarship /Professional Development** - SD 4.1:
Enhance professional development opportunities.

Linkages to Policy, Compliance & Governance Unit Strategic Directions:

- b. Improve the services/operation of the office

- xix. **06-10: 5D: Enhance wellness** - Enhance wellness program offerings

Assessment Measure/KPI **Criterion**
Number of opportunities provided
Participant feedback

- xx. Linkages to Eastern Kentucky University EKU Strategic Directions:
a. **06-10 Scholarship /Professional Development** - SD 4.2:
Enhance facilities, resources, and opportunities for faculty, staff, and students to pursue creative endeavors and research.

Linkages to Policy, Compliance & Governance Unit Strategic Directions:

- b. Improve the services/operation of the office

- xxi. **06-10: 6D: Recruitment** - Continue improvements in online recruitment/application process

Assessment Measure/KPI **Criterion**

Acquire/implement system

xxii. Linkages to Eastern Kentucky University EKV Strategic Directions:

- a. **06-10 Administrative/ Financial** - SD 2.1: Enhance technology to ensure access to adequate and secure technology for all faculty, students, and staff.

Linkages to Policy, Compliance & Governance Unit Strategic Directions:

- b. Improve the services/operation of the office

III. Human Resources Educational Objectives (i.e., student learning outcomes) with no Budget Requests

None submitted for this planning cycle.

IV. Human Resources Educational Objectives (i.e., student learning outcomes) with Budget Requests

None submitted for this planning cycle.

ENVIRONMENTAL SCAN

External and Internal Trends

What external opportunities exist for HR?
Comprehensive HR system
Policies/Procedures*
Online applications
Lifestyle trends—wellness program
Partnership with other departments/external community—wellness/training
Trends in schedule flexibility
Adjust recruitment/retention strategies to fit demographics/changing needs
Provide more technical information***
Find ways to make banner more assessable for users**
Developmental training for staff (increase knowledge base)
Improvement in employee's quality of life (childcare, EAP)
Software/Technological advancements

What external threats/barriers exist for HR?
Health care costs
Job/labor market changes
Budget
Banner limits
Demands placed on HR for projects*
Training (Inability to train staff)
Unreasonable client expectations
Lack of customer partnerships
Challenges to external communication
Synchronization of HR role (internal/external)
EKU is traditional; rigidity to change*****

Strengths of the Human Resources

Responsiveness
Developing employee knowledge (opportunities offered to staff)
Customer oriented
Courteous ****
Quality Management team *
Confidentiality
Willingness to help*

Areas of Improvement for Human Resources

Communication
Financial
Morale

Inconsistency/Inaccuracy

Lack of people resources

Reputation (perceived/real)*

Employee competency (KSO)*****

Lack of commitment to team

Increase strategic presence across campus (Strategic planning; Project developments;
More active)

Compensation program (need to develop system)

Establishing relationships with ECU Departments (partnerships)