HR Service Survey 2010

UBCC and Executive Presentation
SEPTEMBER 2010
Why?

HR conducted its last service survey in 2005. The findings resulted in various improvements. It was time to revisit satisfaction and utilization of services.

The information collected from the survey helps HR:

• Improve satisfaction by identifying current strengths and needed improvements in the programs, plans, and services relevant to managers.
• Improve management understanding and effectiveness of targeted current programs, plans and services.
BACKGROUND

Objectives: Identify service strengths and areas for improvement

Last HR Service Survey: 2005

Survey Focus: Faculty & staff with management responsibilities

Total Distribution: 476 management employees (faculty & staff)

Response: 143 – 30% Response Rate

When: Spring 2010
### Overall HR Results by Unit

<table>
<thead>
<tr>
<th>All Satisfaction Survey Items Aggregated into Composite by Unit</th>
<th>Mean (Scale 1-5)</th>
<th>PRES</th>
<th>PROVOST</th>
<th>EVP</th>
</tr>
</thead>
<tbody>
<tr>
<td>Benefits</td>
<td>3.48</td>
<td>2.93</td>
<td>3.56</td>
<td>3.96</td>
</tr>
<tr>
<td>Compensation</td>
<td>3.35</td>
<td>2.80</td>
<td>3.20</td>
<td>3.76</td>
</tr>
<tr>
<td>Staffing</td>
<td>3.45</td>
<td>3.54</td>
<td>3.21</td>
<td>3.81</td>
</tr>
<tr>
<td>Employee Relations</td>
<td>3.56</td>
<td>3.21</td>
<td>3.29</td>
<td>4.08</td>
</tr>
<tr>
<td>Workplace Learning &amp; Performance</td>
<td>3.91</td>
<td>3.14</td>
<td>3.83</td>
<td>4.11</td>
</tr>
</tbody>
</table>

Satisfaction levels vary by executive area with the highest scores reported by the EVP area and the lowest scores reported in the President’s area.

**Scale = 1-5, with 5 being very satisfied**
Overall Positive Trend Since 2005 in Many Areas

**HR SERVICE SURVEY 2010**
- Customer Service
- Benefits Info on HR Website
- Clarity of Leave Policies
- Position Evaluation Process
- Annual Salary Planning
- Clarity of Comp Policies
- Time to Fill New Positions

**OIPR STAFF SATISFACTION SURVEY (2009)**
- Professional Development Opportunities
- Staff Development
- Competitive Benefits
- Work / Family Balance
- Competitive Pay
- Performance Feedback
Survey Analysis Findings by Issue Category 2010

- **HR General**: 5 Questions
- **Customer Service**: 25 Questions in Composite
- **HR Website**: 15 Questions in Composite
- **Communications**: 9 Questions in Composite
- **Policy Clarity**: 11 Questions in Composite
- **Service Quality**: 38 Questions in Composite
# HR General Questions

**Scale 1-5**

1 – Very Dissatisfied  
2 – Dissatisfied  
3 – Neutral  
4 – Satisfied  
5 – Very Satisfied

<table>
<thead>
<tr>
<th>Item</th>
<th>Mean (Scale 1-5)</th>
<th>PRES</th>
<th>PROVOST</th>
<th>EVP</th>
</tr>
</thead>
<tbody>
<tr>
<td>Overall satisfaction with HR services.</td>
<td>3.41</td>
<td>2.80</td>
<td>3.38</td>
<td>3.83</td>
</tr>
<tr>
<td>My inquiries to HR are handled in a timely manner.</td>
<td>3.67</td>
<td>2.57</td>
<td>3.70</td>
<td>4.07</td>
</tr>
<tr>
<td>I can find the HR information I need on the HR web site.</td>
<td>3.75</td>
<td>3.00</td>
<td>3.71</td>
<td>4.39</td>
</tr>
<tr>
<td>Newsline HR articles are informative.</td>
<td>4.21</td>
<td>4.00</td>
<td>4.13</td>
<td>4.60</td>
</tr>
<tr>
<td>Overall quality of HR communication is very good.</td>
<td>3.60</td>
<td>2.67</td>
<td>3.61</td>
<td>4.03</td>
</tr>
</tbody>
</table>
## Customer Service Composite Scores: 2010 v. 2005

### Five Items for Each HR Area
- Ease of Contacting staff
- Helpfulness of staff
- Knowledge of subject matter
- Consistency of advice/information
- Response time in resolving an issue

### Highest Scoring across HR areas:

<table>
<thead>
<tr>
<th>Scale 1 – 5 (high)</th>
</tr>
</thead>
</table>

### Lowest Scoring

<table>
<thead>
<tr>
<th>HR Area</th>
<th>2010 Means</th>
<th>+/-</th>
<th>2005 Means</th>
</tr>
</thead>
<tbody>
<tr>
<td>Benefits</td>
<td>3.69</td>
<td>+.64</td>
<td>3.05</td>
</tr>
<tr>
<td>Compensation</td>
<td>3.52</td>
<td>+.19</td>
<td>3.33</td>
</tr>
<tr>
<td>Staffing</td>
<td>3.58</td>
<td>+.29</td>
<td>3.29</td>
</tr>
<tr>
<td>Employee Relations</td>
<td>3.66</td>
<td>+.11</td>
<td>3.55</td>
</tr>
<tr>
<td>Workplace Learning &amp; Performance</td>
<td>4.04</td>
<td>N/A</td>
<td>N/A</td>
</tr>
</tbody>
</table>
Priorities to Address

Human Resources
- Inquiries Handled in Timely Manner

Employee Relations
- Consistency of Advice / Information
- Usefulness in Planning the Next Step (in consultation process)
- Clarity of the Applicable Policy to the Issue of Concern
- Termination Process: Assistance and Processing Timeliness
- Clarity of the Termination Process

Workplace Learning
- Number of Training Topics Offered Throughout the Year

Staffing
- Managers’ Information for Hiring on Staffing Webpage
- Quality of Phone-screened Applicants
- Quality of Unscreened Resumes
- Time Taken to Fill Openings

Comp and Benefits
- Position Evaluation Turnaround Time
- Position Request System
- Salary Ranges on the HR Website
- Response Time in Resolving an Issue
- Leave Administration: Communication from Reed Group, Webpage Info, and Clarity of Policies and Procedures
- Clarity of the Comp Policies and Procedures

**RED**: >=25% of Managers Reported Dissatisfaction

“✓”: Issue Already Addressed
Existing HR Objectives and Additional Action Plans to Address Survey Priorities

**Human Resources:** Inquiries Handled in a Timely Manner

**Existing Objectives**
- Expand utility of Dashboard by integrating appropriate comparison standards
- HR Central Organizational Structure Feasibility Study

**Additional Action Plans**
- Conduct training for all HR staff on customer service to improve quality of internal and external interactions
- Review all HR areas for establishing customer service standards

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Existing HR Objectives and Additional Action Plans to Address Survey Priorities

Employee Relations: Consistency of Advice / Information, Usefulness in Planning the Next Step (in consultation process), Clarity of the Applicable Policy to the Issue of Concern, Termination Process: Assistance and Processing Timeliness, Clarity of the Termination Process

Existing Objectives
- Partner with WLP to develop the ER module of the Manager Foundations training program
- Develop and document improved ER internal processes and procedural guidelines for:
  - internal management and audit process for unemployment
  - ER progressive discipline/PIP guidelines
  - Social Networking guidelines
  - Religious accommodations guidelines and procedures
  - ADA monitoring plan audit and procedural guidelines
  - Process and procedural guidelines for processing PA’s/NI ratings

Additional Action Plans
- Adhere to established response times
- Ensure accuracy of information prior to dissemination to others
- Define timing parameters during consults and adhere to agreed upon timelines
- Provide written documented procedures for managers during 1:1 consults including review of applicable policies
- Obtain managers’ feedback of consultation processes

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Existing HR Objectives and Additional Action Plans to Address Survey Priorities

Workplace Learning and Performance:
Number of Training Topics Offered Throughout the Year

Existing Objectives
- Develop and deliver Foundation courses for new employees
- Design and deliver Manager Foundations training program
- Launch communication (Learning@DPU) to inform, educate and market the range and variety of training available to employees throughout DePaul

Additional Action Plans
- Increase number of training topics and number of training sessions for managers
- Offer online training, increase content
- Leverage CRM/Self Service to communicate course offerings
- Well-timed communication across the calendar
- 24/7 registration for WLP training events
- Produce and distribute internal print campaign
Existing HR Objectives and Additional Action Plans to Address Survey Priorities

**Staffing:** Managers’ Info for Hiring on Staffing Webpage, Quality of Phone-screened Applicants, Quality of Unscreened Resumes, Time Taken to Fill Openings

**Existing Objectives**
- Reduce time-to-fill positions to 35 calendar days
- Develop New metrics: Response time to manager 1st interview, & time to start, increase in service level agreements with hiring managers, and diversity sourcing
- Partner with WLP to develop the interviewing and hiring modules of the Manager Foundations training program

**Additional Action Plans**
- Increase no. of service level agreements with hiring managers for searches
- Work to have HR Staffing screen all resumes rather than hiring managers and conduct a survey in 2011 to reassess the level of satisfaction with quality of resume screening services
- Report to sr leadership on a quarterly basis the number of jobs screened by HR vs. Dept screened & no. that are phone screened
- Periodically refresh job postings for positions remaining open and devise strategies to ensure a robust resume / applicant pool

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Existing HR Objectives and Additional Action Plans to Address Survey Priorities

**Compensation and Benefits:**
- Position Evaluation Turnaround Time,
- Position Request System,
- Salary Ranges on the HR Website,
- Response Time in Resolving an Issue,
- Leave Administration: Communication from Reed Group,
- Webpage Info,
- Clarity of Policies and Procedures,
- Clarity of the Comp Policies and Procedures

### Existing Objectives

- Partner with WLP to develop the LOA and position evaluation modules of the Manager Foundations training program
- Research use of manager self service in PeopleSoft for annual salary planning; propose plan for implementation
- Conduct 2010 university-wide Full Time Benefits Plan Survey, analyze results, present findings and develop action plan

### Additional Action Plans

- Modify position request system
- Work with budget managers and develop communication template to clarify timeline and set expectations for position evaluation turnaround
- Work with sr. mgmt and budget managers to ascertain acceptable response times for common issues
- Restructure and clarify LOA website info and provide info on what employees and managers can expect including instructions and steps