Assessment and Action Plan—Functional Area

Functional Area: Human Resources
Web Address: humanresources.syr.edu
Mission Statement: The Office of Human Resources will be a highly skilled, proactive and service-oriented organization that delivers well-conceived and well-designed services and programs to the University's faculty and staff.

Description of Service(s):

Human Resources is organized into three functional areas: Centers of Expertise, Shared Services Center and Senior Human Resource Business Partners/Labor.

The Centers of Expertise include five centers, each with a clearly defined focus, as well as a dedicated and expanded set of services and skill sets. The centers and their services include:

- Benefits: Provide strategic advice on the development and maintenance of a competitive benefits program, and manage relationships with all benefits vendors
- Compensation: Provide strategic advice to University leaders to ensure equitable and competitive pay throughout the University as well as consistent use of titles and classifications
- Talent Management: Provide full range of global talent recruiting and hiring needs for all University staff and support staff development and performance evaluation programs
- HR Information Technology: Manage and maximize HR technology, and lead and support process improvements
- Wellness & Worklife: Manage a range of University wellness and worklife initiatives and supervise and align the Faculty and Staff Assistance Program with University global workforce needs.

The Shared Services is a model that organizes operational and transactional HR functions to deliver consistent, reliable and customer centric HR services. The model assesses people, processes and technology to provide quality HR service delivery.

The Senior Human Resource Business Partners and Labor Relations team serve as experts who provide frontline strategic advice on a variety of HR matters to a dedicated set of schools, colleges or administrative units. The Senior HR Business Partners work closely with leaders in schools, colleges and administrative units identifying staff development opportunities, offering strategic advice and assisting with HR matters in their areas. The Labor Relations team works with both management and union leadership to address issues affecting the University's unionized employees, using a collaborative approach that seeks to identify and implement interest-based solutions that are consistent with the collectively bargained agreements, but which also support the University's strategic goals.

Goals	Objectives	Strategies	KPI
What do you strive to improve?	What projects will be completed?	What services and processes will be used to meet the objective?	How will success of objectives be determined?
Broad, meaningful, achievable, and provide a framework for objectives	Specific, results-oriented, measurable, time-bound	Clearly-linked, sufficient, and facilitate collection of meaningful data	Measures to be analyzed and the criteria for success
1 Support the University, School, College and Administrative Unit priorities by connecting HR services to the strategic needs outlined by those priorities.	By the end of 2017 HR will moving HR transactions (e.g., faculty and staff offer letters, merit increase letters, job action notifications) from the Schools, Colleges and Administrative Units into HR thereby reducing administrative work in those units and increasing overall quality and efficiency for the University.	• Implement a HR Shared Services Center to perform HR transactions. • Develop HR Shared Services training programs and evaluation measures to assimilate newly hired representatives quickly and efficiently while ensuring consistent and high quality work. • Review and improve upon current processes based on the transition of transactions to HR. • Develop better tools using new and existing technology to make it easier for departments on campus to delivery transactional information quickly and accurately to HR. • Reduce or eliminate unnecessary approvals for job transactions	• 50% of all HR Information System (HRIS) position transactions will be performed by HR during the second half of 2017; thereafter, 20% increase in number of HRIS transactions performed by HR over the prior year until reaching a goal of 90% of all HRIS position transactions performed by HR. • 80% of baseline statistics for accuracy and efficiency of Shared Service Center transactions will be tracked in 2017 for development of 2018 goals and service level agreements.

Goals	Objectives	Strategies	KPI
	To assist Schools and Colleges achieve their faculty recruitment goals, HR will meet with full time faculty finalists during the recruitment process to provide information on dual career resources as well as the benefits of working for Syracuse University and living in Central New York.	• Dedicate a HR Talent Acquisition Manager to providing dual career and faculty recruitment support. • Partner with the Provost's Office to educate School and College leaders (Sr. Associate Deans and search chairs) on the benefits of including a 30 minute interview for finalists with the Dual Career Coordinator. • Solicit feedback from newly hired full-time faculty to determine if HR services were a positive factor in their decision to accept a position at Syracuse University.	• 10% increase in the number of finalists meeting with the Dual Career Coordinator over the prior year • 10% increase in the number of faculty members utilizing Dual Career resources over the prior year • 10% increase in the number of newly hired full-time faculty members responding that HR services were a positive factor in their decision to accept a position at Syracuse University.
	To assist Schools, Colleges and Administrative Units successfully fill critical or hard to fill staff positions, HR will provide proactive support including sourcing, screening and making offers to candidates during the recruitment process.	• Purchase licensing and use LinkedIn to assist the HR talent acquisition team in sourcing high potential candidates for high level or hard to fill staff positions. • Dedicate a HR Talent Acquisition Manager to support the University's Advancement and External Affairs recruitment needs. • Develop specialized training for the talent acquisition team in sourcing, screening and making offers to candidates.	• 10% increase in the number of staff newly hired who were specifically recruited by the Talent Acquisition Team over the prior year. • 10% increase in the number of high level positions in AEA filled with the help of the Talent Acquisition team over the prior year. • 10% reduction in the number of positions that were filled using an outside search firm over the prior year.

Goals	Objectives	Strategies	KPI
	Each academic year, leaders of Schools, Colleges and Administrative leaders will meet with their Sr. HR Business Partner to develop programs and initiatives to support the strategic priorities of the schools, colleges and administrative units and to drive culture change to meet the University's Mission and Academic Strategic Plan.	• Consult with and coach leadership to leverage the school, college or unit strategic priorities. • Develop and implement new and ongoing HR programs and initiatives to support strategic priorities. • Identify barriers to organizational success and develop initiatives to drive and support culture change. • Create a survey to establish a baseline of HR services provided by the Sr. HR Business Partner.	• 10% increase in the number of leaders who indicate that they are satisfied with the strategic advice they are receiving from their Sr. HR Business Partner.

2 Partner in supporting staff development throughout the University.	During the annual performance review process, staff employees will have a clear understanding of the expectations of their positions and the areas of development needed to be successful in their positions.	• Partner with Schools, Colleges and Administrative Units to improve the completion rate of performance evaluations. • Provide training to supervisors on how to set goals and give meaningful evaluations. • Ensure staff members have an updated job description.	• 30% improvement in the number of performance evaluations submitted to HR over the prior year until reaching a target goal of 95% of the eligible population. • 10% increase in the number of staff employees with a job description that has been updated in the last 2 years over the prior year.
	Throughout each academic year, staff employees will have opportunities to improve their technical, customer service and management skills as well as participate in personal development/ wellness activities.	• Develop training modules that provide staff with opportunities to improve their technical, customer service and management, including supervisory, skills. • Develop communication plan to inform staff and supervisors of training opportunities and funding. • Partner with Schools, Colleges and Administrative Units to encourage staff to take advantage of developmental opportunities. • Provide a wide variety of personal development/ wellness activities during year.	• 15% increase in the number of developmental opportunities provided to staff over the prior year. • 20% increase in the number of staff taking advantage of developmental opportunities over the prior year.

3 Partner with every School, College and Administrative Unit to ensure that each has an organizational structure designed to meet the University's Academic and Strategic Plans.	Leaders in each School, College and Administrative Unit will meet each academic year with their dedicated Senior HR Business Partner to review how their organizational structure aligns with their strategic plans and what improvements should be made.	• Verify the accuracy of reporting relationships in data used to develop organizational charts and make the charts available to senior leaders on a monthly basis, or as requested • Sr. HR Business Partners to meet regularly with University leaders throughout the academic year regarding staffing efficiencies. • Provide organizational charts to leaders in Schools, Colleges and Administrative Units to support strategic discussions. • Review organizational needs compared to current staffing and advise leaders on potential changes, new roles and developmental opportunities for staff. • Review staff performance evaluations and individual development goals within the context of the organization's overall goals and identify potential opportunities for development and/or restructuring. • Solicit feedback from University leaders to determine satisfaction with strategic advice provided by dedicated Sr. HR Business Partner.	• 20% increase in the number of times School, College and Administrative leaders meet with their Sr. HR Business Partner regarding the effectiveness of their organizational structure over the prior year. • 10% increase in the number of leaders who indicate that their organizational structure is aligned with their strategic goals. • 10% increase in the number of Schools, Colleges and Administrative Units that receive their updated, accurate organizational chart within 5 business days of the first of every month.
	During organizational restructurings, HR will partner with Schools, Colleges and Administrative Unit leaders to provide strategic advice and assist in implementing the restructuring efficiently and consistent with University practices.	• Partner efforts of Sr. HR Business Partners, Talent Management and Compensation teams to provide holistic advice to leaders on organizational structure, job descriptions, compensation market data, and recruitment prospects. • Standardize letters and practices used in restructuring positions. • CHRO to solicit feedback from University leaders to determine satisfaction with HR services received during a restructuring.	• 25% increase in the number of leaders who indicate that they are satisfied with the services provided by HR during an organizational restructuring.

4 Utilize technology to strategically and tactically advance HR operations.	Over the next two years (2017-2018), the HRIS system and supporting tools will be transformed to meet the requirements for bringing transactions into HR, including successful adoption of new technology to track transactional requests and inquiries from campus users.	• Partner with ITS and Payroll on the HRIS upgrade and introduction of new functionality including a faculty centered system, better access to information and a HR HelpDesk. • Develop tools to streamline functional testing of the HRIS system. • Prepare training and communications to help campus users adjust to changes in the HRIS system and supporting tools.	• Initial HRIS upgrade will be completed by October 2017. • HR HelpDesk will be implemented by end of Spring 2018. • HRIS will process faculty events and provide better faculty reporting by end of 2018. • Tools to streamline functional testing will be developed and successfully implemented prior to initial HRIS upgrade and subsequent roll outs. • 90% of identified campus users will receive communications and/or training on changes to the system and supporting tools.
	By the end of Spring 2017, current and prospective faculty and staff will be able to use the HR web portal to easily find information on open positions, benefit offerings, developmental opportunities, and employment policies and procedures.	• Partner with marketing and communications to design an easy-to-navigate HR website that is mobile-ready and fully accessible. • Review HR websites from other universities to discover best-in-class techniques for organizing content. • Involve subject matter experts within HR and partnering units to review and revise content. • Solicit feedback from employees and new hires on the effectiveness of the website. • Use Google Analytics to help analyze effectiveness of HR web site.	• 90% of the content on the HR web portal will be reviewed and updated or removed by end of Spring 2017. • 90% of the HR web pages will be transformed into the revised format and will be mobile-ready and fully accessible by the end of Spring 2017. • 15% increase of HR web site traffic over the prior year.

5 Modify HR processes to improve quality, consistency and efficiency.	Starting in summer 2016 part time instructor appointment letters will be generated and distributed by HR. The letters will accurately reflect the terms set by the hiring unit, be consistent between departments and between Schools and Colleges, and be sent out to instructors within 2 business days of the department's delivery of terms and approvals to HR.	• Develop new tools to collect terms and prepare letters from approved templates. • Partner with School and College leaders (Sr. Associate Deans and Budget Managers) to understand needs and desired outputs. • Solicit feedback from part time instructors regarding satisfaction with the process.	• 10% increase over prior year in the number of part time instructor letters that are sent out within 2 business days of the department's delivery of terms and approvals to HR until reaching a target goal of 95%. • 10% decrease in the number of part time instructor letters that need to be reissued for reasons other than an addition or cancellation of a course. • 30% increase in the number of part time instructor that indicate satisfaction with the appointment letter process over the prior year until reaching a target goal of 90%.
	During the position development, approval and recruitment process, hiring managers will be highly satisfied with the services provided by HR.	• Revise approval requirements for position replacements, reclassifications an externally funded positions. • Partner with leaders to understand organizational needs and funding availability; provide guidance prior to the hiring manager submitting the position request. • Create and share job family matrices to streamline writing job descriptions for many positions.	• 10% increase over the prior year in the number of staff positions represented in an established job family matrix until reaching target goal of 25%. • 10% increase over the prior year in the number of hiring managers that indicate satisfaction with the position development, approval and recruitment process.

	During the hiring and onboarding processes, staff and faculty will be highly satisfied with the services provided by HR, including the receipt of their offer letters and the onboarding experience provided by HR.	• Partner with Schools, Colleges and Administrative Unit leaders (Sr. Associate Deans and Budget Managers) to understand needs and desired outputs. • Streamline processes to ensure quick and consistent responses to candidates/new hires. • Partner with departments outside of HR that control aspects of the new hire experience, e.g., I.D. card services, parking, in order to reduce the number of administrative tasks a newly hired faculty or staff is required to perform. • Solicit feedback from new hires regarding satisfaction with the process.	• 10% increase over the prior year in the number of offer letters that are sent out to the candidate within 1 business day of verbal communication until reaching a target goal of 95%. • 10% increase in the number of faculty and staff that indicate satisfaction with the offer letter/onboarding process.
	Each year, HR will review and improve those HR processes identified as inefficient or ineffective by University leadership.	• Partner with School, College and Administrative Unit leaders to identify the priorities for process improvement. Educate leaders as to the University or regulatory objectives being addressed by current processes. • Solicit feedback from campus on improvements to current processes. • Gather feedback and implement improvements while maintaining alignment with University goals.	• 10% increase over the prior year in the number of University leaders that indicate that process improvements implemented by HR during the year were helpful.

6 Provide excellent customer service.	When faculty and staff call, email or walk in to the HR Shared Services Center with questions, they are provided consistent, accurate answers promptly delivered in a professional and courteous manner.	• Develop and implement a tracking system for inquiries to ensure prompt responses and efficient routing to subject matter experts, where necessary. • Develop and populate a knowledge system and internal training to be utilized by Shared Services that will ensure consistent and accurate responses to inquiries. • Develop training and evaluation of Shared Service Center representatives to ensure accuracy and identify opportunities for retraining or further development. • Develop a survey to solicit feedback from faculty and staff regarding their satisfaction with their interaction with the Shared Services Center.	• 80% of survey respondents are satisfied with their interaction with the Shared Service Center.
	Following each academic year, HR will meet or exceed service level agreements established for each HR functional area.	• Track baseline data to set appropriate service level agreements. • Specify projects and services that will require service level agreements. Meet with stakeholders to align and set service level agreements. • Review resources, processes and training to determine opportunities for improvements. • Develop and implement customer service training for HR staff.	• 90% of stakeholders surveyed indicated that service level agreements were met. • 100% of Shared Services Center Reps will receive Customer Service training in 2017.