LAKE SUPERIOR STATE UNIVERSITY

2019-2023

5-YEAR REVIEW:

HUMAN RESOURCES

Five-Year Assessment Reviews are required for all operational and academic units of the University. The five years under review for this report are FY2019 through FY2023. The due date for the 5-Year Operational (Departmental) Unit Review is February 15, 2024. This comprehensive review provides a record of the processes employed by your unit to evaluate functions, services provided, and progress toward achieving assigned Strategic Plan goals. If you have submitted your Annual Assessment Review forms each year since 2021, they are intended to be used as supporting documents for this 5-Year Review. Please use that information (or any other data and information you may have) to complete the sections in this 5-Year Review reporting form to explain your department's continuous improvement planning and Strategic Plan goal achievements over the past 5 years (FY2019-FY2023).

Program Review is required to fulfill the Higher Learning Commission's (HLC) conditions of accreditation for our institution. An Operational Unit may complete a single 5-Year Review Form if it has multiple subunits that are closely inter-related, but for autonomous units you will need to complete separate forms for each unit (e.g., Human Resources could conduct a single review for several of its HR-specific subunits, but will need to complete a separate review for a stand-alone subunit, such as Public Safety).

Reporting Years:	FY 2019 – FY 2023
Unit Name:	Human Resources
Unit Contact:	Kate Bergel
Unit Mission (if applicable):	
This operational unit was assigned the following Strategic Plan Goals, and achieved some measure of progress toward meeting those goals:	*2.1.8; 2.2.3; 3.1.7; 3.3.1; 3.3.4; 3.3.5; 3.3.6*

Part 1

In the left column, please copy/paste each of your unit's Strategic Plan goals (in numerical order) into individual text boxes. In the right column textbox next to the assigned goal, fill out the information connected to the goal to the right.

You may add/delete rows as needed to adjust for the number of Strategic Plan goals assigned to your Unit.

Strategic Plan Goal (list only one in each textbox in numerical order).	Strategic Plan Goal Progress: *briefly* describe the progress made thus far in achieving the goal listed to the left.
Example: 2.1.8 Create a leadership development program for faculty and staff – in particular women, minorities, and members of underrepresented populations – to provide added opportunity to position themselves for	1. As of 2021, this goal is achieved at 100%. 2. HR Created the Lakers Inspiring Lakers program 3. Pre&Post programming self-assessments were collected for each year's cohort to measure leadership development.

professional advancement within the University.	
2.2.3 Provide training to faculty and staff around best practices for cultural competencies and accommodated resources to support diverse populations on campus.	1. This goal is ongoing. 2. HR has supported this goal through the Diversity Committee, but significant turnover has resulted in lack of members. 3. The assessment completed for this committee's work predates the current director and is unknown 4. This committee needs to be revitalized through recruitment of faculty & staff and to set clearer expected outcomes for the committee
3.1.7 Develop an institutional crisis management plan, which includes how LSSU will respond to infectious diseases and global pandemics.	1. This goal is completed 100% 2. HR/Risk created an Emergency Response Plan in 2020. 3. This goal is assessed to be completed based on the creation of the plan document. 4. This plan is under annual review with appropriate partners. Risk is currently revitalizing Active Shooter Readiness, and Fire response protocols have recently been updated.
3.3.1 Ensure operational hours for academic and student support areas to adequately meet student needs.	1. This goal is completed 100% and is ongoing 2. HR supported this plan by adjusting core department hours during the first week of classes to include evening and weekend hours. This plan was first implemented in 2021. 3. The HR department has continued to implement feedback from students and staff as well as reviewed the numbers of students served in each office area to determine whether departments need to continue adjusting core hours each year. 4. The above assessment will continue on an annual basis.
3.3.4 Utilize tools in the solicitation of prospective employees that are easy to use for candidates, supervisors, and budget managers.	1. This goal is 90% completed. 2. HR implemented the Page Up hiring system in January 2023. Applicants have a much simpler, user friendly application process than they did previously, and each job posting goes through an electronic approval process, ensuring all departments understand where the requisition is at for review/approval, and to ensure the paperwork is not lost along the way. 3. The was the University uses Page Up is under consistent assessment by the HR team by gathering feedback, taking new processes to testing, and reviewing options with the SMT team. 4. The remaining item left for this goal is to implement the Page Up to Banner communication system which will allow for all accepted offers to be routed directly as payroll records to reduce the number of forms supervisors need to complete, and reduce the risk of human error in data entry. HR is working closely with IT to finalize the last pieces of this project, as testing has noted some issues with the file and a new agreement with Page Up may be necessary prior to moving forward.
3.3.5 Implement a comprehensive onboarding, mentoring, and professional development program for all employees to ensure that recruiting, hiring, and promotion processes are inclusive and follow research-based practices for avoiding bias.	1. This goal is ongoing. 2. HR is implementing group onboarding processes for different employee classes based on hiring season. The first instances of this group onboarding process have been successful. 3. The HR department gathers direct feedback from on boarded employees at the end of their onboarding process, and checks in with employees a couple of weeks after their start date to ensure they have everything they need and gather additional feedback. 4. The next item for this goal is to begin involving outside departments to educate incoming employees about available benefits and programs on campus such as the Norris Center.

3.3.6 Determine, and then utilize, best practices for communication to distinct constituent groups, including but not limited to prospective and current students, employees, alumni, and community members.	1. Reported as 100% complete 2. This goal was identified as 100% complete prior to Bergel's transition as Director 1/1/2023, with the last update noted as 5/2022 3. Assessment for this goal predates current director and is unknown

Part 2: (*You may use your unit's Annual Assessment Reports from previous years to complete this section*).

Administrative Unit Goals:

1. Each year your administrative unit should set at least three goals to improve its processes, administration, staffing, infrastructure, unit operations, etc. List some of the most impactful improvement goals your department has set and achieved over the past five years:
   - Increasing efficiency of biweekly payroll process – achieved by implementing web time entry, which eliminated paper timesheets and began the process of modernizing the HR department
   - Creating Lakers Inspiring Lakers leadership experience
   - Implementing a new student job board to replace the home-grown job board on banner self-service that would not be available beginning Fall 2023 – achieved by implementing Page Up

2. Describe how employee evaluations in your area are used to define and achieve new annual goals for your unit:
   - Employee evaluations define goals for each individual employee, however, some goals are shared. A review of all goals is completed to find opportunities for collaboration.
   - Big projects that serve the entire department are discussed during weekly staff meetings, goals for these projects are defined and included in meeting minutes.

3. Explain how unit-specific budget information is provided to staff to be discussed in your departmental meetings, and how that information is used to plan for continuing improvements in your unit:
   - The HR budget is reviewed with the full HR staff on an annual basis. Supply budgets are reviewed each semester with area heads to ensure we are on track and to plan out what additional supplies need to be purchased or repaired.

4. Provide a brief summary of goals set for your administrative unit during the past few years that were not specifically defined in the Strategic Plan, and report the status of achievement for those goals:
   - Unable to report on goals from 2020-2022
   - In 2023, the following goals were set:
     - Review Diversity Training materials with all key stakeholders – currently in process of finalizing contract with upgraded training module provider (changing from Get Inclusive to Vector) to be able to offer training materials based on proven learning outcomes
     - Create building-specific emergency response plans with appropriate building managers and SMT members – this goal was started prior to the resignation of the Director of Public Safety. Building managers have been identified, and meetings are planned to begin over the summer with a different point person, as this position remains vacant.
     - Re-Launch Lakers Inspiring Lakers as a single semester program in January 2024 based on feedback from last two cohorts – this goal was not completed. The program was cut due to budget cuts.
     - Create and implement needs assessment for campus office hours for students prior to making any additional changes – not started

5. Based on your department's evaluative processes, list specific goals your administrative unit has identified and will strive to achieve in the near future:
   a. First goal is to finish out all current projects prior to taking on any non-emergent goals, specifically Page Up must be prioritized
   b. Implement Safety Connect system through Everbridge by Fall 2024
   c. Complete full review and update of active shooter response plan, conduct table top training exercises with appropriate areas, and include training for all emergency response personnel on any updated measures.

Please attach any related documents (such as annual departmental meeting minutes, employee goal/evaluation documents, survey results, etc.) that support the narrative provided in your Annual Review. Submit this form to gessmaker@lssu.edu no later than **4:00pm on February 15, 2024.**