

Department of Human Resources

Expanded Statement of Institutional Purpose

Institutional Mission Reference

The mission and major goals of Old Dominion University can be found in the Faculty Handbook and the 2000-2005 Strategic Plan. The University could not accomplish its mission without the hard work and dedication of its work force. The Department of Human Resources exists to help the University manage its human capital.

Institutional Goal(s) Supported

To support Old Dominion University's mission and goals, the Department of Human Resources delivers comprehensive human resource services that facilitate the efficient and effective recruitment, selection, development and retention of qualified employees. The Department of Human Resources is also charged with supporting two strategic initiatives: #8 Enhanced Quality of University Life and #9 Inclusive and Supportive University Environment.

Intended Objectives, Methods for Assessment, Criteria for Success, Assessment Results, and Use of Results

Intended Objective 1

Implement the New Classified Employee Compensation System.

Method for Assessing Objective 1 and Criterion for Success: Complete the classification crosswalk of 1000 positions, develop the University's Salary Administration Plan, revise the employment process, convert the administrative systems, train supervisors and employees, develop the performance appraisal tool, and use various communication vehicles to inform and educate managers and employees.

Summary of Assessment Data Collected for Objective 1: 1000 classified positions were converted to the new role titles and career group structures. 1300 employees' salaries were converted to the pay band structure. Employment procedures and guidelines were developed that reflected the revised process. The Salary Administration Plan was submitted to the Department of Human Resource Management. 54 training sessions were offered to managers and employees on the two phases of compensation reform. An agency-specific performance management instrument, the Employee Work Profile, was developed. The Banner administrative system was modified to include the new classification titles, codes, and pay structures. The HR Web page was updated to include a section devoted to compensation reform and the related forms, guidelines and instructions. Communication is still on-going.

Use of Assessment Results from Intended Objective 1 to Improve Educational Support or Administrative Unit:

Based on feedback from managers and employees, several of the transmittal forms for the new pay practices were revised to better meet user needs. This program also led to a review of all human resource policies and revisions and updates are currently underway.

Intended Objective 2

Implement the new Rewards and Recognition Policy

Method for Assessing Objective 2 and Criterion for Success: Develop guidelines that comply with the State's policy on rewards and recognition, that decentralize program administration to the department level, and that provide senior administrators with the authority to determine the level of flexibility or contry they want to allow in program administration.

Summary of Assessment Data Collected for Objective 2: The Guidelines for Classified and Hourly Employee Recognition Programs were implemented February 8, 2001. Each administrative area is implementing the program based on the parameters set by their senior administrators.

Use of Assessment Results from Intended Objective 2 to Improve Educational Support or Administrative Unit: The development of recognition programs for classified and hourly employees led to the development of the Faculty Incentive Options Policy for instructional and administrative faculty. This program has also identified the need for more coordination of recognition programs across the campus and to develop new programs that mesh with the Virginia Public Service Week.

Intended Objective 3

Continued implementation of the Banner Administrative System.

Method for Assessing Objective 3 and Criterion for Success: Test the upgrade to HR 4.0 module and complete the upgrade by the target date set by Computing Services. Implement Web for Employees module. Develop an on-line staff directory. Use Banner data to provide electronic updates to the State's personnel system.

Summary of Assessment Data Collected for Objective 3: The upgrade to HR 4.0 was successfully accomplished by the established deadline. Web for Employees will go live May 1, 2001. The on-line directory was not accomplished due to Banner processing issues, the need for a new extract, and the fact that we will be required to continue to produce hard copies. A meeting was held with state representatives and they have taken the lead in developing the file format for electronic transfer of data.

Use of Assessment Results from Intended Objective 3 to Improve Educational Support or Administrative Unit: Continue efforts to implement electronic transfer of data and eliminate redundant data entry. Work with University Relations on developing the on-line directory for next year.

Intended Objective 4

Support Strategic Initiative Objective 8.1 - Establish an environment that emphasizes service and responsiveness to customers and members of the University community.

Method for Assessing Objective 4 and Criterion for Success: Evaluate service levels in university units. Expand programs to recognize positive internal customer relations efforts. Develop service standards/benchmarks.

Summary of Assessment Data Collected for Objective 4: The impact of implementing compensation reform affected the department's ability to meet this objective. Awards for current customer relations recognition programs were expanded to include monetary and leave awards. All classified employees have a performance standard in their Employee Work Profiles on customer relations.

Use of Assessment Results from Intended Objective 4 to Improve Educational Support or Administrative Unit: Given the timeframes outlined in the Strategic Plan, this objective will become a priority for next year.