

Assessment Cycle 2025 - 2026

Office of Institutional Effectiveness and Human Resources

Division or Department: Human Resources

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Northwestern Mission. Northwestern State University is a responsive, student-oriented institution committed to acquiring, creating, and disseminating knowledge through innovative teaching, research, and service. With its certificate, undergraduate, and graduate programs, Northwestern State University prepares its increasingly diverse student population to contribute to an inclusive global community with a steadfast dedication to improving our region, state, and nation.

The Office of Institutional Effectiveness and Human Resources is a responsive administrative service and support unit that provides University leaders with information for strategic planning, evidence-based decision-making, and human resource programs and services. The Office assesses, collects, analyzes, reports, and disseminates data on behalf of the University and supports all University units in assessment-based improvement efforts. Reporting information is per the Southern Association of Colleges and Schools (SACS) and federal and state regulations. The Office develops and delivers innovative human resource programs and services designed to support the mission of the University, including its core services and competencies such as staffing, employee relations, organizational and employee development, risk management, compensation and benefits, human resource information management, and regulatory compliance.

Within the **Office of Institutional Effectiveness and Human Resources**, the **Department of Human Resources** focuses on managing the employment cycle, including recruitment, onboarding, development, retention, and separation. The Department also provides support to supervisors as they navigate policies, procedures, and practices to ensure the effective operation of the University's programs and services.

Methodology:

1. The Department Director, in consultation with staff members, will determine proposed changes to measurable outcomes, assessment tools for the next assessment period, and, if necessary, changes to existing service offerings.
2. A review of best practices from the Society of Human Resource Management (SHRM), the International Public Management Association (IPMA), College and University Professional Association for Human Resources (CUPA-HR) to assure service outcomes are applicable.
3. Results from the assessment will be discussed with the appropriate staff.

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HUMAN RESOURCES

Service Outcomes:

SO 1: Provide a customer-centered experience for all employees through the delivery of professional, accurate, and timely services.

Measure 1.1. Distribute a Human Resources Customer Service Survey to faculty, staff, and external stakeholders. The target is for 100% of employees requesting support from Human Resources to complete a customer service survey and indicate “Agree” that their issue was addressed in a timely, courteous, and professional manner.

Finding. Target was not met.

Analysis. In AC 2025-2026, the target was not met.

Based on the analysis of the 2024–2025 results, HR prioritized customer service as a key component of the unit’s operations during the 2025–2026 assessment cycle. A customer service survey was successfully developed; however, full implementation remains in progress. In the interim, verbal feedback was solicited from supervisors, faculty, and staff regarding their experiences with HR direct-line staff members. Any reported concerns or dissatisfaction continued to be addressed on a case-by-case basis to ensure timely resolution and maintain a high standard of service.

Decision/Recommendation:

Based on the AC 2025-2026 results analysis, HR will develop the process of how the survey will be distributed amongst faculty, staff and external stakeholders for data collection in AC 2026-2027 to drive the cycle of improvement in mission accomplishment and customer service.

This implementation will increase HR’s ability to improve customer service by tracking response times, complaints, accuracy of information provided, and improve overall efficiency within the department thereby continuing the cycle of improvement IN AC 2026-2027.

Measure 1.2 Track and compare the resolution time of employee issues and complaints. Success is defined from complaint to resolution as three (3) days.

Finding. Target was met.

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Analysis. In 2024-2025, the target was met.

Based on the analysis of the 2024-2025 results, in 2025-2026, all employees were directed to use the Human Resources email account to report any HR-related issues or complaints.

As a result in AC 2025-2026, the target was met. The findings show that employees contacting the Human Resources email account were satisfied with the communications.

Decision/Recommendation: In AC 2025-2026, the target was met.

Based on the analysis of the AC 2025–2026 results, HR will continue directing employees to utilize the HR email account for requests, HR-related concerns, and complaints. This centralized communication process will support timely responses, improve tracking and documentation, and enhance overall customer service. HR will also continue monitoring response times and evaluating service delivery processes to identify opportunities for increased efficiency and continuous improvement in AC 2026-2027.

Measure 1.3 Conduct a comprehensive face-to-face onboarding process for new hires within the first three days of employment.

Finding. Target was met.

Analysis. In 2024 - 2025, the target was not met.

Based on the analysis of the 2024-2025 results, in AC 2025-2026 HR conducted a face-to-face onboarding process due to its effectiveness in improving communication, engagement, and employee understanding of university policies and procedures.

As a result of these changes in AC 2025-2026, the target was met. The findings reflect that face-to-face onboarding is more personable and cuts down on miscommunication.

Decision/Recommendation: In AC 2025-2026, the target was met.

Based on the AC 2025-2026 results analysis, HR will explore enhancements to orientation materials and employee resources in support of the face-to-face onboarding process in AC 2026-2027.

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The continuation of face-to-face onboarding will enhance HR's ability to communicate effectively and in a timely manner, establish rapport with new hires, and foster positive working relationships. This approach supports employee engagement from the beginning and contributes to a culture of continuous improvement throughout the organization.

SO 2: Ensure accurate, complete, and comprehensive reporting for all State mandated reporting requirements.

Measure 2.1. Maintain 100% compliance of Outside Employment Reporting from eligible employees.

Finding. Target was not met.

Analysis. In 2025-2026, the target was not met.

Based on the analysis of the 2024–2025 results, HR continued its educational outreach efforts regarding the purpose and importance of Outside Employment Reporting requirements and provided additional reminders to employees throughout the reporting period.

As a result of these efforts during AC 2025–2026, the target was not met. The findings indicate that despite multiple reminders and continued outreach, a small number of employees did not complete the required reporting. It should be noted that some non-reporting employees may be on extended leave during the reporting periods, which could have affected their ability to receive communications and complete the required submission.

Decision/Recommendation:

Based on the AC 2025-2026 results analysis, HR will conduct employee education and monitoring efforts to achieve full compliance. These changes will improve HR's ability to have 100% compliance with Outside Employment Reporting thereby continuing the cycle of improvement in AC 2026-2027.

Measure 2.2. Ensure 100% monthly accuracy of State Civil Service (SCS) Inquiry Reports through LaGov, the state employee-reporting platform.

Finding. Target was met.

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Analysis. In 2025-2026, the target was met.

Based on the analysis of the 2024-2025 results, in AC 2025-2026, HR utilized internal monthly comparison reports to identify and correct discrepancies before submission.

As a result in AC 2025-2026, the target was met. The findings reflect implementing the in-house monthly report significantly improve accuracy in reporting.

Decision/Recommendation: In AC 2025-2026, the target was met.

Based on the AC 2025-2026 results analysis, HR will monitor and reconcile monthly to maintain reporting accuracy thereby continuing the cycle of improvement in mission accomplishment and customer service.

Measure 2.3. Maintain 100% compliance with the Teachers Retirement System of Louisiana (TRSL) Annual Audit certifying the salaries of retirees returning to work.

Finding. Target was met.

Analysis. In 2025-2026, the target was met.

Based on the analysis of the 2024-2025 results, in 2025–2026, the designated HR staff-maintained communication and monitoring of activities to ensure ongoing compliance.

As a result, the target was met. The findings indicate that maintaining consistent communication with TRSL and conducting monthly reporting reviews helped ensure the accuracy of annual reporting. These practices strengthened data integrity and supported continued compliance and operational effectiveness.

Decision/Recommendation: In AC 2054-2026, the target was met.

Based on the AC 2024-2025 results analysis, the designated HR staff will communicate with TRSL staff and run the monthly reports in AC 2026-2027 to adhere with compliance regulations thereby continuing the cycle of improvement.

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SO 3. Create a hiring process aligned with the University's Inclusion and Diversity Initiative.
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Measure 3.1 – Implement an automated tracking system for personnel actions and recruitment processes.

Finding. Target was not met.

Analysis. In 2024-2025, the target was not met.

Based on the analysis of the 2024-2025 results, in 2025–2026, HR will continue attempting to collaborate with Information Technology to identify solutions that improve tracking, efficiency, and accountability throughout the employment process. As a result, in AC 2024-2025, the target was not met

Decision/Recommendation: In AC 2024-2025, the target was not met.

Based on the AC 2025-2026 results analysis, HR will continue advocating for implementation of an automated tracking system and evaluate additional technological solutions to drive the cycle of improvement in mission accomplishment and customer service.

Measure 3.2 – Provide support to Hiring Managers during the interview process.

Finding. Target was met.

Analysis. In 2024–2025 the target was met.

Based on the analysis of the 2024-2025 results, in 2025–2026, HR continued active participation in interview processes and expanded guidance regarding behavioral-based interviewing and equitable hiring practices.

As a result of the changes implemented during AC 2025–2026, the target was met. The findings indicate that increased HR involvement in the interview process contributed to more effective candidate evaluations and improved hiring outcomes. This enhanced level of participation helped support the selection of qualified candidates who were better aligned with organizational needs and expectations.

Decision/Recommendation: In AC 2024-2025, the target was met.

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Based on the AC 2025-2026 results analysis, HR will continue offering training opportunities and support to hiring managers to improve recruitment outcomes to drive the cycle of improvement in mission accomplishment and customer service thereby continuing the cycle of improvement.

Comprehensive Summary of Key Evidence of Improvements Based on Analysis of Results. Human Resources leadership examined the results of Assessment Cycle 2024-2025 and implemented several initiatives designed to improve departmental performance and service delivery during Assessment Cycle 2025-2026. Actions implemented include:

- Developed a customer service survey.
- Maintained the use of the Human Resources email account for issue reporting and service requests.
- Maintained face-to-face onboarding for all new employees.
- Re-enforce employee education regarding Outside Employment Reporting requirements.
- Maintained monthly LaGov reporting review procedures.
- Strengthened the monthly TRSL monitoring and communication.
- Working with Information Technology regarding automated personnel action tracking.
- Expanded support and training opportunities for hiring managers.
- Increased emphasis on professional development for Human Resources staff.
- Sustained assessment-based decision making to improve departmental effectiveness

Plan of Action for Moving Forward. HR leadership examined the evidence and results of data analysis from AC 2025-2026 and will take the following steps to continue to improve human resources processes for Assessment Cycle 2026-2027:

- Implement the customer service survey.

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- Analyze customer service survey results and implement improvements where needed.
- Maintain the monitoring of response times and complaint resolution processes.
- Maintain face-to-face onboarding procedures.
- Increase awareness and compliance efforts related to Outside Employment Reporting.
- Remain committed to monthly LaGov and TRSL compliance monitoring.
- Pursue implementation of an automated tracking system.
- Expand hiring manager training and support.
- Increase professional development participation among HR staff.
- Sustain assessment-based planning and continuous improvement initiatives.

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