

**Human Resources, Diversity and Inclusion (HRDI) Strategic Plan**  
***Strategic Direction (Goal) 3 Highlights***

**Strategic Direction (Goal) 3: Data-based Decision Making: Use employment and customer service data to inform operational and strategic decision making.**

**A. Objectives to Achieve the Goal:**

1. Enhance various data reports to empower decentralized decision-making around human resource functions to increase employee recruitment and retention.
2. Employ workflow analysis methods to assess HRDI productivity and implement operating standards.
3. Assess the HRDI customer experience and implement benchmarks for increased satisfaction.
4. Develop strategies around divisional resource needs and budget stabilization.

**B. Measurements/benchmarks that prove the goal was accomplished:****1. Enhance various data reports to empower decentralized decision-making around human resource functions to increase employee recruitment and retention.**

- A. Developed baseline reports related to staff and faculty recruitment and retention.
    - Hired a Workforce Diversity Analyst. This role will support the baseline reporting related to faculty and staff recruitment and retention.
    - Data analysis and predictability modeling of 2014-2015 through 2018-2019 TT faculty recruitment was completed.
  - B. Provided additional diversity and demographic data during the recruitment process.
    - Continue to review exiting forms and processes to identify necessary changes and provide more timely diversity data to hiring managers.
  - C. Identified diversity related initiatives, services and resources and map them to the campus strategic goals.
    - PCEI planning subcommittee identified diversity related initiatives and enhanced messaging.
    - PCEI subcommittee, DIEP and Strategic Communications collaborated to update the Titans Together website that will serve as a central location for the campus to submit their initiatives, services and resources related to diversity and inclusion. Revisions to the website commenced in January 2019.
  - D. Analyzed Discrimination, Harassment and Retaliation (DHR) complaint data to identify trends and needs related to training, professional development, and awareness. DHR Administrator conducts weekly introductory presentations to new employees on their first day of work and has presented at new employee orientation.
2. Employ workflow analysis methods to assess HRDI productivity and implement operating standards.
- A. Explored analysis and predictability modeling for various HRDI functions.
    - Data analysis and predictability modeling of 2014-15 to 2018-19 TT faculty's recruitment is complete. Including the workforce demographic dashboard.
    - The data analytics team has begun to collaborate with OAIE on defining data sets

needed for workforce data dashboards that can be created and available for campus use.

- Established a process to better quantify and qualify Labor and Employee Relations staff workload to increase efficiency and identify trends.
  - Completed research to track and document daily work activity to better quantify and qualify staff workload trends and developed a tracking sheet.
3. Assess the HRDI customer experience and implement benchmarks for increased satisfaction.
    - A. Created benchmarking data to track increased satisfaction.
      - Assessment of the current customer satisfaction survey shows that since inception on an average 5 employees per month completed the survey. It is recommended to explore an annual survey to be distributed with a higher response rate
  4. Develop strategies around divisional resource needs and budget stabilization.
    - A. Fundraising opportunities. In collaboration with University Advancement, looking to identify areas where HRDI can be supported with fundraising dollars. This resulted in an immediate \$2500 gift for new employee orientation programs. Working with our UA partners, HRDI also has developed a fundraising URL that can be used in future solicitations. .
    - B. Enhanced reporting and tracking of budget forecasts and planning by completed division wide monthly state budget reports for the VP and department heads, discretionary funds tracking and reporting, division conference attendance and cost tracking report and a resource assessment.