

Human Resources & Payroll is dedicated to continuous improvement of its processes and customer service. As an initial step towards pursuit of that goal, a survey was conducted during fall 2004 to begin collecting data to assess faculty and staff satisfaction with the services provided by Human Resources & Payroll (HR&P). Of the 2,096 EKU employees, 870 responded to the survey (41.5%). Results of the survey revealed both strengths and areas needing improvements. The following information presents result highlights.

Survey Results:

The top 3 Human Resources & Payroll strengths were as follows:

- *Willingness to Help:* Employees commend the HR&P staff on its desire and eagerness to help.
- *Courteous:* EKU Employees commend the courtesy, friendliness, and positive attitude of the HR&P staff. HR&P staff is described as genuine, pleasant and polite. Employees recognize the desire of HR&P to assist employees and want continued efforts toward making clients feel welcome and important.
- *Payroll:* The Payroll division of HR&P consistently received the largest percentages of positive responses in the objective questions, as well as numerous praises in the open-ended responses. EKU employees are very complimentary of both the payroll process and staff. Payroll is viewed as knowledgeable, timely, and accurate. Payroll staff is praised for their friendliness, willingness to help, and efficiency.

The top 3 Human Resources & Payroll areas of improvement were as follows:

- *Communication:* The lack of effective communication between HR&P and employees is the greatest concern of EKU employees.
- *Responsiveness:* Employees indicate HR&P needs to focus on the timeliness in which questions/inquiries are answered.
- *Benefits Division:* One-quarter to one-third of the employees was dissatisfied with the Benefits Division, particularly in regards to knowledge, accuracy of information, and responsiveness.

As a follow-up and in furtherance of the survey, the Facilitation Center at EKU conducted a series of faculty and staff focus groups in July, August, and September 2005, with 47 total participants. The focus group was designed solely to address areas that received inconsistent results on the survey; for instance, close ended items indicating strengths whereas the open ended items indicating weaknesses for a given topic. Three areas were identified for feedback: Benefits Division; Communication/Responsiveness, and Knowledge/Accuracy of Information. Responses to the key questions were consistent across the focus groups. Key questions focused solely on “What specifically is ineffective about...” The following information presents focus group result highlights.

Focus Group Results:

The top 5 areas of weaknesses, by category were as follows:

Benefits Division:

1. Lack of staff knowledge
2. Lack of communication and information sharing
3. Lack of responsiveness and inconsistent responses
4. Lack of customer service
5. Lack of proactive actions and follow through

Communication/Responsiveness:

1. Multiple requests and slow response time
2. Lack of professionalism and negative personalities
3. Procedures and policy changes not clearly communicated
4. Responses are inconsistent
5. Lack of accountability

Knowledge/Accuracy of Information:

1. Lack of knowledge
2. Errors and delays in job postings
3. Errors in the determination of qualified/unqualified applications
4. Negative attitudes
5. Inconsistent procedures (discipline, terminations, etc)

In response to the feedback provided, Human Resources & Payroll has identified and begun implementing the following corrective actions:

- Reorganized HR staff to include a Front-Desk Customer Service Coordinator, a Front-Desk Assistant, and a Benefits Division Front-Desk position.
- Reorganized HR Management Team to include Benefits/Compensation Manager and Training/Employment and Wellness Manager, both of which are SHRM Certified.
- Front-Desk Customer Service Coordinator obtained SHRM Certification as a Professional in Human Resources.
- Expanded Data Entry Supervisor's role to incorporate IT and human resource information systems.
- HR Management Team established job expectations for each HR staff member, including skills levels, customer service and turnaround time standards.
- HR Staff have attended customer service and phone etiquette training.
- Held a staff planning retreat to develop future actions for professional development, process and service improvements.
- In collaboration with ITDS, established HUGS, Human Resources Users Group. This work group is a forum for Human Resources and IT to meet to discuss needs and issues. This collaboration is beneficial for ensuring

technology efficiency in HR activities, such as payroll and data entry of employee paperwork.

- Developed and implemented a routing sheet to address issues related to loss of paperwork, accountability, and responsiveness.
- Began using footprints, a web-based system for tracking and monitoring customer inquiries, to further improve consistency in responses and response timeliness.
- Incorporated flowcharting software into operations for development of work flow charts for all HR processes.
- Developed Annual Calendar for Benefits/Wellness Brown Bag Series and EKU Updates to improve communication across campus.
- Developed procedure to conduct regular audits of data entry to ensure accuracy.

The following corrective actions are in process for the upcoming calendar year:

- Provide specialized training to HR staff to improve HR knowledge.
- Revise HR policy/procedure manual, which will be available as both an internal and external resource.
- Develop employment process manual for employment staff and EKU supervisors.
- Update new employee orientation program.
- Update HR website to enhance its usefulness to the community; the HRIS Supervisor has been given responsibility for updating the website.
- Establish a Directors' meeting as a method for enhanced information dissemination.
- Develop a supervisory training series to educate supervisors on campus of HR procedures/policies.
- Conduct a HR strategic planning session in January 2006. Conduct a follow-up session to first staff planning retreat.

Consistent with our philosophy of continuous improvement, Human Resources & Payroll will conduct a follow up survey to measure our progress in meeting customer needs. Thank you to all who participated in this process, your feedback is invaluable!