Program Summary

**Task Force:** Your report did not reflect much focus. Goals and outcomes seem to be all over the place, no sense of vision or direction. This may be indicative of the turnover at the director level and the integration of OIE into HR, however we would look to HR to have more strategic, university wide goals.

Thank you for the work that went into this report. Through the USAP process, we are working to create at IPFW a culture of continuous improvement, and we think that setting specific and measurable goals is an important part of getting individuals and units at IPFW to think differently about planning and the future.

**Criterion:** #1: Mission - How does your unit support the mission of the university? This may include your mission and vision statements. (no more than 200 words)

**Question:** Mission - How does your unit support the mission of the university? This may include your mission and vision statements. (no more than 200 words)

**Our Mission (Human Resources)**

Human Resources is a proactive strategic campus community resource providing excellence in service through people, continuous improvement and commitment. We support the educational, research, and public service missions of the university to attract, inspire, and celebrate our most valuable resources... our faculty, staff and students.

**Our Vision (Human Resources)**

Human Resources is a respected, proactive and customer-centered resource. We strive to create a diverse work climate that promotes collaboration, informed decision-making and continuous improvement. We model integrity and honesty while working to maximize each employee's ability to contribute to the strategic mission of IPFW.

**Our Mission (IPFW Wellness)**

To serve as a central facilitator of health promotion, disease prevention and disease management through serving IPFW faculty, staff, retirees and students with programs and services that promote optimal health, worklife and well being.

**Our Vision (Wellness)**

As part of the IPFW Center For Healthy Living, offer programs and services that educate, motivate and support in collaboration with other campus and community departments and organizations to optimize health and well being so as to empower individuals to be successful.

**Criterion:** #2: Accomplishments - Please list significant accomplishments from the last three years as they align with Plan 2020 goals
Question: I. Foster Student Success - Please list significant accomplishments from the last three years as they align with Plan 2020 goal area I: Foster student success.

- Peer Health Educator programs for IPFW students are specific health education initiatives to promote health enhancing behaviors for student success and retention

Question: II. Creation of Knowledge - Please list significant accomplishments from the last three years as they align with Plan 2020 goal area II: Promote the Creation, Integration, and Application of Knowledge.

Question: III. Regional Hub - Please list significant accomplishments from the last three years as they align with Plan 2020 goal area III: Serve as a Regional Intellectual, Cultural, and Economic Hub for Global Competitiveness.

Question: IV. - Create a Stronger Univ - Please list significant accomplishments from the last three years as they align with Plan 2020 goal area IV: Create a Stronger University through Improving the Support of Stakeholders and the Quality and Efficiency of the Organization.

- Proactive/reactive response to greater demands of information and data for new leadership
- Customized department assessment and workshop development tailored to address employee relations and training issues
- Supervise for Success (10 Module Supervisor Training)
- Claims Mitigation Program
- New employee one-on-one meetings
- Employee background checks for staff & faculty
- Information sessions on Affordable Care Act
- Electronic leaves request program in Employee Self Service
- Performance evaluation tools and information sessions
- Wellness programs and services for employees to promote optimal health, disease prevention, and disease management for a stronger, healthier lower stressed work force

Question: Other Accomplishments - Please list any other significant accomplishments from the last three years that do not align with Plan 2020.
HR Human Resources

- New Employee Orientation (NEO)
- Medical plan strategic education and enrollment in high deductible plan with HSA
- Student worker support – payroll, international and training
- KRONOS electronic time keeping system implementation
- Student internship participation
- Online mandatory training modules in crisis preparedness; and anti-harassment & equal opportunity
- TALX the automated employment and income verification program
- Executing reduction in force
- Developing and executing Early Retirement Program for faculty
- Workforce & data analysis
- Conflict mediation program
- Fitness Center usage increase
- Wellness screenings and immunizations
- Lifestyle behavioral change programs like Weight Watchers, Heathier U Monthly Habit Challenge, Freedom From Smoking, and Mastodons In Motion
- Annual health education/awareness events like IPFW Suicide Prevention Week, IPFW Mental Health Day, National Collegiate Alcohol Awareness Week, IPFW Fall Fest Halloween Howl 1 Mile and 5 km, Great American Smokeout “stop smoking” Block Party, National Eating Disorders Awareness Week, IPFW Health Fair, IPFW Alcohol Awareness Day, and Summerfest

**Criterion:** #3: Accreditations - Program specific accreditation and status

**Question:** Accreditations - What program-specific accreditations and status do you have, if any?

- Four Human Resources staff have Senior Professional in Human Resources designation
- One staff member has Certified Payroll Professional designation
- Wellness staff have CPR/AED certifications
- Fitness trainers are certified
- Nutrition consults are provided by registered dietitian

**Question:** Constraints/Benefits - How do these accreditations constrain or benefit the work of your unit, if applicable?

- Knowledge of laws and current best-practices in field
- Resources from professional organizations
- Able to provide wellness and fitness services without paying fees to outside vendors

**Criterion:** #4: Laws and Mandates - Federal and state laws or mandates that your unit addresses

**Question:** Federal and State Laws - What federal and/or state laws or mandates do you address, if any?
Federal and state laws and mandates we address include:

- ADA Amendments Act (ADAAA) 2008
- Affordable Care Act PPACA
- Age Discrimination in Employment Act (ADEA) 1967
- American Recovery & Reinvestment Act (ARRA) 2009
- American with Disabilities Act (ADA) 1990
- Civil Rights Act 1991
- Consolidated Omnibus Budget Reconciliation Act (COBRA) 1985
- Consumer Credit Protection Act 1968
- Copyright Act 1976 (Title 17)
- Drug-Free Schools and Communities Act
- Drug Free Workplace Act 1988
- Electronic Communications Privacy Act (ECPA) 1986
- Employee Commuting Flexibility Act 1996
- Employee Polygraph Protection Act 1988
- Employee Retirement Income Security Act (ERISA) 1974
- Employment-at-will Public Policy (EAW)
- Equal Employment Opportunity Act
- Equal Pay Act (EPA) 1963
- Executive Order 11246 (1965)
- Fair & Accurate Credit Transactions Act 2003 (FACT)
- Fair Credit Reporting Act 1970
- Fair Labor Standards Act (FLSA)
- Fair Minimum Wage Act 2007
- False Claims Act of 1863 (FCA)
- Family & Medical Leave Act (FMLA) 1993
- Genetic Information Nondiscrimination Act (GINA) 2008
- Health Information Technology for Economics & Clinic Health
- Health Insurance Portability & Accountability Act (HIPAA) 1996
- Homeland Security Act 2002
- Immigration & Nationality Act (INA) 1952
- Immigration Reform Control Act (IRCA) 1986
- Jobs for Veteran Act
- Lilly Ledbetter Fair Pay Act 2009
- Mental Health Parity Act (MHPA) 1996
- Needlestick Safety and Prevention Act
- Occupational Safety & Health (OSHA) 1970
- Older Worker's Benefit Protection Act OWBPA 1990
- Patient Protection & Affordable Care Act PPACA 2010
- Portal-to-Portal Act 1947
- Pregnancy Discrimination Act of 1978
- Retirement Equity Act (REA) 1984
- Title VII Civil Rights Act 1964/1991
- Uniform Guidelines of Employee Selection Procedures (1978)
- Worker Adjustment and Retraining Notification Act (WARN)
Question: Constraints/Benefits - How do these federal and state laws or mandates constrain or benefit the work of your unit?

• Almost all Human Resources activities are guided or constrained by law.

Criterion: #5: Inefficiencies - Activities that you spend resources on inefficiently or in ways that do not support the mission.

Question: Inefficient use of resources - On what activities, if any, do you spend resources (money, time, people, etc.) inefficiently or in ways that do not support the mission of your unit or the university? List as many as apply.

• Immigration support services (helping faculty to obtain permanent resident status) duplicates some services offered by Office of International Education
• Duplication of some services currently provided by the Office of Institutional Equity

Criterion: #6: IR and Budget Review - Review of your department profile and budget

Question: Contextualize IR data - Upon review of your IR Department Profile (for academic units) and FY 14-15 Budget information, are there any data you want to correct or contextualize? To view your profile or budget visit the Office of Institutional Effectiveness website: http://www.ipfw.edu/offices/ir/profiles/

Not Applicable

Criterion: #7: Goal One - In this criterion, you will identify your unit goals and tell us how they align to Plan 2020, how they are measured, and what resources you need to meet them.

Task Force:
1. Comment on the specificity of the goal:

Vague

2. Comment on the goal's measures:

Unrelated to goal

3. Comment on the unit’s ability to achieve the goal (include a consideration of the departmental profile and budget data):

4. Comment on the goal's relevance:

Very Relevant

5. Comment on the timeline of the goal:

Optimistic

Possible opportunities for collaboration or suggestions for addressing a gap:

Women and Returning Adults, Office of Diversity Multicultural Affairs, and related Advocacy Units

**Question:** Unit Goal - What is your unit goal?

*Increase Diversity of the Workforce*

**Question:** IPFW Goal - What 2020 goal(s) does this unit goal align with? List as many as apply. If it does not align, you may write “NA” or clarify.

Increase Diversity of the IPFW Community (I.D.)

I.D. Process Goal: Increase the diversity of the IPFW community.

**Question:** Priority Level - Is the unit goal high, medium, or low priority? Limit your high-priority unit goals to 3 to 5.

Medium

**Question:** Actions - What action(s) does your unit plan to take to support this unit goal?

- Launch Enhanced Staff Onboarding Program
- Launch multicultural competency workshops
- Partner with university/student departments
- Work to create a welcoming culture that values multicultural values
- Develop recruiting plans targeted to reach more diverse applicant pools
- Develop succession plan
- Enhance performance management program
- Develop Career Development & Advancement program for staff
- Combine and integrate functions of Human Resources and the Office of Institutional Equity
**Question:** Metrics - With what metrics will you assess progress toward accomplishing this unit goal on an annual basis?

- Number of staff participating in Enhanced Staff Onboarding Program
- Offerings of multicultural competency workshops and tracking participation
- Offerings of succession planning tools and workshops and tracking participation
- Offerings of career development program and tracking participation
- Development of performance management tracking tool

**Question:** Resources - Are you able to accomplish this unit goal with your current resources?

Yes

**Question:** Needed Resources - If you don't have enough resources, what additional resources do you need to accomplish this unit goal?

N/A

**Question:** Challenges - What challenges, other than financial resources, might affect your progress toward accomplishing this unit goal?

Developing new programs with less-than-full staffing

**Question:** Timeline - If achieving this unit goal will take longer than one year, what is your timeline for implementing and accomplishing it?

Two years

**Criterion:** #8: Goal Two - In this criterion, you will identify your unit goals and tell us how they align to Plan 2020, how they are measured, and what resources you need to meet them.

**Task Force:**
1. Comment on the specificity of the goal:
   Clear

2. Comment on the goal's measures:
   Unrelated to the goal

3. Comment on the unit's ability to achieve the goal (include a consideration of the departmental profile and budget data):
   Unlikely

4. Comment on the goal's relevance:
   Not relevant. Risks increasing inefficiency.

5. Comment on the timeline of the goal:
   Ongoing

Possible opportunities for collaboration or suggestions for addressing a gap:
USAP, ITS

**Question:** Unit Goal - What is your unit goal?

*Develop a centrally-coordinated Performance Management System*

**Question:** IPFW Goal - What 2020 goal(s) does this unit goal align with? List as many as apply. If it does not align, you may write “NA” or clarify.

Create a Stronger University through Improving the Support of Stakeholders and the Quality and Efficiency of the Organization (IV)

**IV - Create a Stronger University through Improving the Support of Stakeholders and the Quality and Efficiency of the Organization**

**Question:** Priority Level - Is the unit goal high, medium, or low priority? Limit your high-priority unit goals to 3 to 5.

High

**Question:** Actions - What action(s) does your unit plan to take to support this unit goal?
HR Human Resources

- Assess online evaluations which would enable completion tracking and talent/skills management
- Provide workshops for department to aid in the development of department metrics tied to staff performance
- Develop central tracking process

**Question:** Metrics - With what metrics will you assess progress toward accomplishing this unit goal on an annual basis?

- Percentage of performance evaluations completed annually

**Question:** Resources - Are you able to accomplish this unit goal with your current resources?

Yes

**Question:** Needed Resources - If you don't have enough resources, what additional resources do you need to accomplish this unit goal?

N/A

**Question:** Challenges - What challenges, other than financial resources, might affect your progress toward accomplishing this unit goal?

Need to explore and adapt SAP human resources system module for tracking performance management.

**Question:** Timeline - If achieving this unit goal will take longer than one year, what is your timeline for implementing and accomplishing it?

N/A

**Criterion:** #9: Goal Three - In this criterion, you will identify your unit goals and tell us how they align to Plan 2020, how they are measured, and what resources you need to meet them.

**Task Force:**
HR Human Resources

1. Comment on the specificity of the goal:
   Straightforward

2. Comment on the goal's measures:
   Clear

3. Comment on the unit's ability to achieve the goal (include a consideration of the departmental profile and budget data):
   Yes

4. Comment on the goal's relevance:
   Valuable

5. Comment on the timeline of the goal:
   Not provided

Possible opportunities for collaboration or suggestions for addressing a gap:
ITS

**Question:** Unit Goal - What is your unit goal?

Develop and implement more efficient, electronic/paperless self-serve functions.

**Question:** IPFW Goal - What 2020 goal(s) does this unit goal align with? List as many as apply. If it does not align, you may write “NA” or clarify.

Create a Stronger University through Improving the Support of Stakeholders and the Quality and Efficiency of the Organization (IV)

**IV - Create a Stronger University through Improving the Support of Stakeholders and the Quality and Efficiency of the Organization**

**Question:** Priority Level - Is the unit goal high, medium, or low priority? Limit your high-priority unit goals to 3 to 5.

High

**Question:** Actions - What action(s) does your unit plan to take to support this unit goal?

- Implement Kronos timekeeping system campuswide
- Implement payroll dashboard for paperless personnel actions for student employees
**Human Resources**

**Question:** Metrics - With what metrics will you assess progress toward accomplishing this unit goal on an annual basis?

- Number of Kronos users vs. current year, and reduction in paper timecard processing
- Number of paperless personnel actions processed for student employees

**Question:** Resources - Are you able to accomplish this unit goal with your current resources?

Yes

**Question:** Needed Resources - If you don’t have enough resources, what additional resources do you need to accomplish this unit goal?

N/A

**Question:** Challenges - What challenges, other than financial resources, might affect your progress toward accomplishing this unit goal?

Developing new programs with less-than-full staffing

**Question:** Timeline - If achieving this unit goal will take longer than one year, what is your timeline for implementing and accomplishing it?

N/A

**Criterion:** #10: Goal Four - In this criterion, you will identify your unit goals and tell us how they align to Plan 2020, how they are measured, and what resources you need to meet them.

**Task Force:**
HR Human Resources

1. Comment on the specificity of the goal:

Very Vague

2. Comment on the goal's measures:

Narrowly Defined

3. Comment on the unit's ability to achieve the goal (include a consideration of the departmental profile and budget data):

Unclear what their contribution would be

4. Comment on the goal’s relevance:

Relevant

5. Comment on the timeline of the goal:

Any markers we should look for?

Possible opportunities for collaboration or suggestions for addressing a gap:

Look to metrics beyond the borders of campus?

**Question:** Unit Goal - What is your unit goal?

*Partner with Wellness to support Work/Life balance*

**Question:** IPFW Goal - What 2020 goal(s) does this unit goal align with? List as many as apply. If it does not align, you may write “NA” or clarify.

*Create a Stronger University through Improving the Support of Stakeholders and the Quality and Efficiency of the Organization (IV)*

**IV - Create a Stronger University through Improving the Support of Stakeholders and the Quality and Efficiency of the Organization**

**Question:** Priority Level - Is the unit goal high, medium, or low priority? Limit your high-priority unit goals to 3 to 5.

Medium

**Question:** Actions - What action(s) does your unit plan to take to support this unit goal?
HR Human Resources

- Promote work/life balance to impact presenteesim, productivity and well-being impacting job satisfaction
- Promote Athletics Center as a site for achieving and maintaining a healthy physical fitness status.
- Increase participation of faculty staff in individual health assessments, screenings, wellness coaching, nutrition consults, and fitness consults.

**Question:** Metrics - With what metrics will you assess progress toward accomplishing this unit goal on an annual basis?

- Number of faculty/staff fitness center memberships
- Number of faculty/staff taking advantage of wellness assessments, screening, coaching and consults

**Question:** Resources - Are you able to accomplish this unit goal with your current resources?

Yes

**Question:** Needed Resources - If you don’t have enough resources, what additional resources do you need to accomplish this unit goal?

N/A

**Question:** Challenges - What challenges, other than financial resources, might affect your progress toward accomplishing this unit goal?

N/A

**Question:** Timeline - If achieving this unit goal will take longer than one year, what is your timeline for implementing and accomplishing it?

N/A

**Criterion:** #11: Goal Five - In this criterion, you will identify your unit goals and tell us how they align to Plan 2020, how they are measured, and what resources you need to meet them.

**Task Force:**

**Question:** Unit Goal - What is your unit goal?

**Question:** IPFW Goal - What 2020 goal(s) does this unit goal align with? List as many as apply. If it does not align, you may write “NA” or clarify.
Priority Level - Is the unit goal high, medium, or low priority? Limit your high-priority unit goals to 3 to 5.

**Question:** Actions - What action(s) does your unit plan to take to support this unit goal?

**Question:** Metrics - With what metrics will you assess progress toward accomplishing this unit goal on an annual basis?

**Question:** Resources - Are you able to accomplish this unit goal with your current resources?

**Question:** Needed Resources - If you don’t have enough resources, what additional resources do you need to accomplish this unit goal?

**Question:** Challenges - What challenges, other than financial resources, might affect your progress toward accomplishing this unit goal?

**Question:** Timeline - If achieving this unit goal will take longer than one year, what is your timeline for implementing and accomplishing it?

**Criterion:** #12: Goal Six - In this criterion, you will identify your unit goals and tell us how they align to Plan 2020, how they are measured, and what resources you need to meet them.

**Question:** Unit Goal - What is your unit goal?

**Question:** IPFW Goal - What 2020 goal(s) does this unit goal align with? List as many as apply. If it does not align, you may write “NA” or clarify.

**Question:** Priority Level - Is the unit goal high, medium, or low priority? Limit your high-priority unit goals to 3 to 5.

**Question:** Actions - What action(s) does your unit plan to take to support this unit goal?
**Question:** Metrics - With what metrics will you assess progress toward accomplishing this unit goal on an annual basis?

**Question:** Resources - Are you able to accomplish this unit goal with your current resources?

**Question:** Needed Resources - If you don’t have enough resources, what additional resources do you need to accomplish this unit goal?

**Question:** Challenges - What challenges, other than financial resources, might affect your progress toward accomplishing this unit goal?

**Question:** Timeline - If achieving this unit goal will take longer than one year, what is your timeline for implementing and accomplishing it?

**Criterion:** #13: Goal Seven - In this criterion, you will identify your unit goals and tell us how they align to Plan 2020, how they are measured, and what resources you need to meet them.

**Question:** Unit Goal - What is your unit goal?

**Question:** IPFW Goal - What 2020 goal(s) does this unit goal align with? List as many as apply. If it does not align, you may write “NA” or clarify.

**Question:** Priority Level - Is the unit goal high, medium, or low priority? Limit your high-priority unit goals to 3 to 5.

**Question:** Actions - What action(s) does your unit plan to take to support this unit goal?

**Question:** Metrics - With what metrics will you assess progress toward accomplishing this unit goal on an annual basis?
**Question:** Resources - Are you able to accomplish this unit goal with your current resources?

**Question:** Needed Resources - If you don’t have enough resources, what additional resources do you need to accomplish this unit goal?

**Question:** Challenges - What challenges, other than financial resources, might affect your progress toward accomplishing this unit goal?

**Question:** Timeline - If achieving this unit goal will take longer than one year, what is your timeline for implementing and accomplishing it?

**Criterion:** #14: Goal Eight - In this criterion, you will identify your unit goals and tell us how they align to Plan 2020, how they are measured, and what resources you need to meet them.

**Question:** Unit Goal - What is your unit goal?

**Question:** IPFW Goal - What 2020 goal(s) does this unit goal align with? List as many as apply. If it does not align, you may write “NA” or clarify.

**Question:** Priority Level - Is the unit goal high, medium, or low priority? Limit your high-priority unit goals to 3 to 5.

**Question:** Actions - What action(s) does your unit plan to take to support this unit goal?

**Question:** Metrics - With what metrics will you assess progress toward accomplishing this unit goal on an annual basis?

**Question:** Resources - Are you able to accomplish this unit goal with your current resources?

**Question:** Needed Resources - If you don’t have enough resources, what additional resources do you need to accomplish this unit goal?
Question: Challenges - What challenges, other than financial resources, might affect your progress toward accomplishing this unit goal?

Question: Timeline - If achieving this unit goal will take longer than one year, what is your timeline for implementing and accomplishing it?

Criterion: #15: Goal Nine - In this criterion, you will identify your unit goals and tell us how they align to Plan 2020, how they are measured, and what resources you need to meet them.

Question: Unit Goal - What is your unit goal?

Question: IPFW Goal - What 2020 goal(s) does this unit goal align with? List as many as apply. If it does not align, you may write "NA" or clarify.

Question: Priority Level - Is the unit goal high, medium, or low priority? Limit your high-priority unit goals to 3 to 5.

Question: Actions - What action(s) does your unit plan to take to support this unit goal?

Question: Metrics - With what metrics will you assess progress toward accomplishing this unit goal on an annual basis?

Question: Resources - Are you able to accomplish this unit goal with your current resources?

Question: Needed Resources - If you don't have enough resources, what additional resources do you need to accomplish this unit goal?

Question: Challenges - What challenges, other than financial resources, might affect your progress toward accomplishing this unit goal?
**Question:** Timeline - If achieving this unit goal will take longer than one year, what is your timeline for implementing and accomplishing it?

**Criterion:** #16: Goal Ten - In this criterion, you will identify your unit goals and tell us how they align to Plan 2020, how they are measured, and what resources you need to meet them.

**Question:** Unit Goal - What is your unit goal?

**Question:** IPFW Goal - What 2020 goal(s) does this unit goal align with? List as many as apply. If it does not align, you may write “NA” or clarify.

**Question:** Priority Level - Is the unit goal high, medium, or low priority? Limit your high-priority unit goals to 3 to 5.

**Question:** Actions - What action(s) does your unit plan to take to support this unit goal?

**Question:** Metrics - With what metrics will you assess progress toward accomplishing this unit goal on an annual basis?

**Question:** Resources - Are you able to accomplish this unit goal with your current resources?

**Question:** Needed Resources - If you don’t have enough resources, what additional resources do you need to accomplish this unit goal?

**Question:** Challenges - What challenges, other than financial resources, might affect your progress toward accomplishing this unit goal?

**Question:** Timeline - If achieving this unit goal will take longer than one year, what is your timeline for implementing and accomplishing it?