Texas A&M International University
Annual Institutional Effectiveness Review (AIER)

Date Submitted   1/4/07

Assessment Period Covered (2006)

Academic Program/AES Unit Human Resources

Person(s) Preparing Review   Sandra V. Pena

Provide summary of the last cycle's use of results and changes implemented

(1) COMPENSATION and BENEFITS - Criteria for BENEFITS was met. Criteria for COMPENSATION was not met. The following initiatives were undertaken: (a) a compensation study was approved to be conducted in FY 2005-2006; (b) a 2% pay scale increase was applied effective 9/1/05; (c) merit increases were applied effective 9/1/05; (d) positions continue to be surveyed to ensure equity and competitiveness; and (e) pay increases continue to be reviewed during each budget cycle.

(2) COMMUNICATION OF POLICY AND RULES - Criteria was not met. The following initiatives were undertaken: (a) new online training modules for general policy topics continue to be implemented and promoted; (b) additional required University Rules were developed; (c) a variety of mediums (i.e., email, HR newsletter, training workshops, online training modules) to better inform employees of policy and rules were used; and (d) regular reminders (via email and HR newsletter) about the online availability of policy and rules continue to be dispersed.

(3) HR WEBSITE - Criteria was met.

Section I: Planning and Implementation

Institutional Mission

Texas A&M International University, a Member of The Texas A&M University System, prepares students for leadership roles in their chosen profession in an increasingly complex, culturally diverse state, national, and global society … Through instruction, faculty and student research, and public service, Texas A&M International University embodies a strategic point of delivery for well-defined programs and services that improve the quality of life for citizens of the border region, the State of Texas, and national and international communities.

Academic Program or Administrative/Educational Support Unit Mission

The Office of Human Resources will recruit, retain, and develop quality staff committed to the preparation of students for leadership roles in their chosen profession and in an increasingly complex, culturally-diverse state, national, and global society. The Office of Human Resources provides services for the areas of: benefits; employment; leave; performance evaluations;

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employee relations; policies, regulations, and rules; compensation; immigration services; staff development; HR communication; and Affirmative Action.

Identify outcomes and the relationship to Strategic Plan

Outcome 1 ☐ **Is this outcome related to writing (QEP)?**
Provide competitive compensation to recruit and retain quality staff.

Identify Strategic Plan Goal related to Outcome 1
Goal 5 Human Resources

Identify Strategic Plan Objective related to Outcome 1
5.2 Provide competitive faculty/staff benefits and compensation.

Identify methods of assessment to be used
2005-2006 Survey of Organizational Excellence

Indicate when assessment will take place
Annual

Criteria/Benchmark
Using the 2005-2006 Survey of Organizational Excellence, which surveys existing employees to measure employee attitudes and identify University strengths and weaknesses, we will achieve scores of at least 3.0 on "primary questions." The "primary questions" are:
(1) People are paid fairly for the work they do
(2) Salaries are competitive with similar jobs in the community
(3) My pay keeps pace with the cost of living.

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Outcome 2 ☐ **Is this outcome related to writing (QEP)?**
Provide effective communication of System Policy and University Rules.

Identify Strategic Plan Goal related to Outcome 2
Goal 5 Human Resources

Identify Strategic Plan Objective related to Outcome 2
5.1 Support an environment that is conducive to teaching and learning.

Identify methods of assessment to be used
2006 Finance & Administration Division - Service Quality Survey

Indicate when assessment will take place
Annual

Criteria/Benchmark
Using the "2006 Finance &Administration Division-Service Quality Survey," existing employees are surveyed to measure their level of awareness of System Policy and University Rules. A rating of satisfactory or better will be reached on 90% of the responses.

Outcome 3   ☐ **Is this outcome related to writing (QEP)?**
Provide an effective recruitment and hiring process via the online employment system.

Identify Strategic Plan Goal related to Outcome 3
Goal 5 Human Resources

Identify Strategic Plan Objective related to Outcome 3
5.1 Support an environment that is conducive to teaching and learning.

Identify methods of assessment to be used
2006 Finance & Administration Division - Service Quality Survey

Indicate when assessment will take place
Annual

Criteria/Benchmark
Using the "2006 Finance &Administration Division-Service Quality Survey," existing employees are surveyed to measure the effectiveness of the recruitment and hiring process via the online employment system. A rating of satisfactory or better will be reached on 90% of the responses.

Section II: Analysis of Results

<u>When (term/date) was assessment conducted</u>?
Outcome 1
November 2005

Outcome 2
February 2006

Outcome 3
February 2006

<u>What were the results attained (raw data)?</u>
Outcome 1
Scores on the "primary questions" were as follows:
(1) 2.88% = People are paid fairly for the work they do
(2) 2.85% = Salaries are competitive with similar jobs in the community
(3) 2.73% = My pay keeps pace with the cost of living.

Outcome 2
A rating of satisfactory or better was reached on 82% of the responses.

Outcome 3
A rating of satisfactory or better was reached on 83% of the responses.

<u>Who (specify names) conducted analysis of data</u>?
Outcome 1
UT-Austin (School of Social Work)

Outcome 2
Survey Monkey

Outcome 3
Survey Monkey

<u>When were the results and analysis shared and with whom (department chair, supervisor, staff, external stakeholders)? Submit minutes with data analysis to assessment@tamiu.edu (Please use Minutes Template located on the Project INTEGRATE web page.)</u>
Results of the 2005-2006 Survey of Organizational Excellence will be shared and discussed with VPFA and Associate VP for Adminsitration during the Division Retreat on 10/20/06.

Results of the 2006 Finance & Administration Division - Service Quality Survey were shared and discussed with VPFA and Associate VP for Administration during the VPFA Director's Meeting on 4/13/06.

NOTE: Submit all assessment documentation (i.e., surveys, rubrics, course exams with embedded questions, etc.) to the Office of Institutional Effectiveness and Planning.

Use of Results: Indicate whether criteria were met/not met and what changes, if any, have been identified based on the data collected?

Outcome 1
☐ **Met**   ☒ **Not Met**
Provide narrative: A compensation study had not been conducted since 1998 (8 years prior). UPDATE: In Summer 2006, a compensation study was conducted and salary adjustments (increases) were implemented October 2006.

Outcome 2
☐ **Met**   ☒ **Not Met**
Provide narrative: Due to a significant period of high turnover and the ever increasing demand for services, HR was unable to regularly produce its monthly HR newsletter. UPDATE: Starting October 2006, we resumed production of the monthly HR newsletter, a main medium for communication of HR information.

Outcome 3
☐ **Met**   ☒ **Not Met**
Provide narrative: Although the criteria was not met, the rating did improve dramatically from last year (from 74% to 83%). UPDATE: TAMIUWorks has made recruitment and hiring more effective and efficient. Plus, staffing levels are now fully in place. We have, therefore, been able to resume more effective and consistent promotion and support for TAMIUWorks, its use, and the employment process.

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How have these data-based changes improved your program/unit?
The Compensation Study resulted in more competitive salaries. We are communicating HR information more regularly to employees with the HR newsletter. Support for TAMIUWorks and its use is more effective and consistent, and the employment processes are up-to-date.

Section III: Programmatic Review

Are resources affected by the changes identified in Section II? ☒ Yes ☐ No

If so, specify the effect(s) using the chart below:

Funding	Physical	Other	
☒ New resources required	☒ New or reallocated space	☒	Primarily faculty/staff time
☐ Reallocation of current funds		☐	University rule/procedure change only
		☒	Other: Additional HR staff position is needed

Provide a narrative description and justification for requested resources (include linkage to Strategic Plan)
In the Fall of 2001, HR's staffing level was reduced when the Director of HR position was reclassified to Associate VP for Administration (staffing went from 7 to 6). HR is in need of additional staffing due to the University's growth and the increasing need for attention to such HR services as immigration, employee relations, training/development, communication, and compensation. (Refer to Strategic Plan, Goal 5 which reads "Recruit and retain a well-prepared and motivated faculty and staff for the continued delivery of excellent programs and services to all University stakeholders.")

Identify proposed outcomes for the next assessment cycle:
Continuation of present outcome(s) – (Indicate reason for continuation): We will continue the same 3 present outcomes for next assessment cycle since criteria was not met this year.
New Outcome(s) – (List outcomes below): None
Modification of present outcome(s) – (Indicate reason for modification): None

**** This section to be completed by dean/director/vice-president ****

Are resources requested a priority for the academic program/AES unit?
☐ **Yes** ☐ **No**
Comments:
Enter text here

If funding, physical or other resources were requested, what is the impact of the budget decisions on the academic program/AES unit?
Enter text here

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