HUMAN RESOURCES
1. Provide a description of your administrative responsibilities.

Responsible for administering and formulating University human resource policies, supervising the operational activities of the Human Resources Department, and analyzing reports and other data pertaining to the human capital (faculty & staff) of this institution.

2. Describe your administrative philosophy, objectives, and strategies for achieving them.

Our philosophy is to formulate human resource policies and programs that foster academic and administrative excellence in support of building Delta State University as a nationally distinguished university with a regional base. Our strategic plan is based on three objectives:

- ensure a working environment that emphasizes open communication, respect for the individual, and a healthy balance between work, personal, and family life;
- a work environment which ensures that employees derive a sense of accomplishment, contribution, and pride from their association with Delta State University; and
- establish a culture that values individual diversity and emphasizes developing employees and their leadership capabilities.

3. Identify major departmental goals during the evaluation period and describe the progress that has been made in achieving these goals.

**Goal**

- Maintain awareness and use of employee cafeteria benefit service.

**Measurement Criteria**

<table>
<thead>
<tr>
<th>Administration / Management of Cafeteria / Reimbursement Plan</th>
<th>Number of Employees</th>
<th>Total Sheltered</th>
<th>DSU Savings</th>
</tr>
</thead>
<tbody>
<tr>
<td>Baseline (96-97)</td>
<td>395</td>
<td>$694,062.00</td>
<td>$53,096.00</td>
</tr>
<tr>
<td>1997-1998</td>
<td>423</td>
<td>$767,035.00</td>
<td>$58,678.00</td>
</tr>
<tr>
<td>1998-1999</td>
<td>431</td>
<td>$813,600.00</td>
<td>$66,240.00</td>
</tr>
<tr>
<td>1999-2000</td>
<td>471</td>
<td>$912,988.00</td>
<td>$69,844.00</td>
</tr>
<tr>
<td>2000-2001</td>
<td>476</td>
<td>$971,495.00</td>
<td>$73,700.21</td>
</tr>
</tbody>
</table>

**Goal**

- Provide assistance in achieving a recruiting and retention strategy that supports the needs of the department and university while minimizing advertising cost.

**Measurement Criteria**

<table>
<thead>
<tr>
<th>Average Recruitment Costs per Job</th>
<th>Number of Ads</th>
<th>Total Costs</th>
<th>Average Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>Baseline (96-97)</td>
<td>102</td>
<td>$31,008.00</td>
<td>$304.00</td>
</tr>
<tr>
<td>1997-1998</td>
<td>117</td>
<td>$38,265.00</td>
<td>$327.00</td>
</tr>
<tr>
<td>1998-1999</td>
<td>97</td>
<td>$30,900.00</td>
<td>$318.00</td>
</tr>
<tr>
<td>1999-2000</td>
<td>92</td>
<td>$27,150.00</td>
<td>$295.00</td>
</tr>
<tr>
<td>2000-2001</td>
<td>90</td>
<td>$39,887.00</td>
<td>$443.00</td>
</tr>
</tbody>
</table>

Note: Director BPAC / Director TLC / Director Univ. Relations / VP Finance ads account for $17,946.00 of the total.
Measurement Criteria (continued)

- Established a HR Web page to advertise faculty and staff jobs (over 1,000 hits since March 2002)
- Reclassification Process reviewed 20 positions / $20,000+ going to upgrade compensation of staff positions

Goal

- Faculty and staff receive fair and consistent treatment in all aspects of Human Resource policy administration.

Measurement Criteria

- Creation of Selection Interview Guide to assist administrators in conducting fair, objective, and legally compliant interviews
- Creation of Resolving Poor Performance Guide to assist administrators in dealing with performance issues and corrective disciplinary alternatives

4. Describe any innovations or improvement efforts you undertook during this time and evaluate their success and impact on your area of responsibility.

Shared HR Accountability

This “shared accountability” improvement effort places the direct responsibility of human resources management on those whose immediate task is mission accomplishment -- academic and administrative departments. The Selection Interviewing Guide and Resolving Poor Performance Guide were successfully implemented as a first step toward a shared accountability process. Shared human resource management accountability is based on the following simple premise: human resources management does not exist as an end in itself but for the purpose of supporting university mission accomplishment.

5. Please outline your department goals for the next year (2002-2003).

- Maintain awareness and use of employee cafeteria benefit service.
- Provide assistance in achieving a recruiting and retention strategy that supports the needs of the department and university while minimizing advertising cost.
- Faculty and staff receive fair and consistent treatment in all aspects of Human Resource policy administration.

6. Please indicate how these goals relate to the University’s strategic objectives and institutional challenges.

Higher education is evolving and our administration must look at human resource management in a new way. The efforts to achieve such excellence - through a focus on learning, quality, teamwork, and reengineering - are driven by the way organizations get things done and how they treat their people. These are fundamental HR issues. As a result, the role of HR at Delta State University is changing. The focus is no longer on just serving the individual employee and paperwork processing, but on the effective use of human resources - people - in achieving the university's strategic objectives. It’s about achieving organizational excellence, a flexible workforce with the competencies to do the job well, and with a return on investment.
7. Please identify performance measures that will help assess progress toward achieving these goals.

- Same as above
- HR Climate Survey (currently under development)

8. What additional resources are needed from the University to assist you in accomplishing these goals? What are the consequences of not receiving these additional resources?

- Additional Staff

**Staffing**

Delta State University HR Staff Ratio 1 to 263 FTE Employees

Compared to

HR Staff Ratio 1 to 120 FTE Employees
(2001 National Median - Education - BNA)

HR Staff Ratio 1 to 100 FTE Employees
(2001 National Median - All Employers - BNA)

9. Describe your personal career goals for the next four years.

- To seek additional job responsibility that utilizes my knowledge and skills in ways that benefit DSU and my professional career.
  - Associate VP for Finance
    - Auxiliary Departments
    - Legislative Liaison