



Memorandum

To: All Hiring Managers  
From: Karen McDonnell, AVP and Chief Human Resources Officer  
Date: November 1, 2018  
RE: **HR PERFORMANCE PROMISE – October Results**

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We announced in September that we were going to be tracking our progress against the posted Service Level Agreements (SLAs) beginning with October numbers.

The posted SLAs include:

- Time to approve a standard backfilled position – 5 business days
- Time to approve a new position – 10 business days
- Time to evaluate a new position for compensation placement – 10 business days
- Time to evaluate an additional/interim pay request – 5 business days
- Background check processing times for In state – 3 business days
- Background check processing times for out of state – 7 business days
- Background checks for international – 10 business days
- Hiring proposal approval times – 2 business days

The above SLAs are in effect for all requests that come to HR **complete and with all necessary pre-approvals.**

Attached with this message is the October Scorecard. As you can see, we met our SLAs in several areas and did not meet them in others. I would like to point out a few things:

Positives:

- Positions sent to Compensation are being reviewed quickly and assigned a pay grade well within the allotted SLA.
- Hiring proposals are being dealt with quickly and offers made in a timely manner.
- Background checks for out of state and international candidates are within assigned SLAs.

Areas for Opportunity (with interventions identified for HR controlled issues):

- Our overall posting times for both new and replacement positions need work;
- The average time to initiate the request in HR was well over the SLA. This is primarily due to the recruiting in Campus Services. This division had more than half of the new positions for the month and were short a person due to a leave, causing delays in both getting initial templates set as well as final postings complete. ***In addition to getting back to full staff in this area, I have re-directed salary dollars from an open line to add another Talent Acquisition staff member who will focus on Campus Services. The position will be posted in the next couple of days. We will be working closely with this team until the new position is filled to bring this number in line with the posted SLA.***
- We are seeing delays in departmental approvals over the SLA. This is referring to second level approvals, where needed, as well as approvals from departmental budget managers.
- New positions are taking longer to go through Budget, in some cases due to a delay in getting budget amendments completed.
- In-state background checks were slightly over the SLA, in part due to candidates not completing the authorization form required to start the background check for a day or two after they receive it. ***We will stay focused on this and, if it continues to be an issue, determine what interventions may need to happen to bring it in line.***

It is our goal to earn your trust and we promise to continually improve the customer service experience with HR. If you have any concerns or suggestions on how to improve this, please don't hesitate to contact me.

## HR Performance Promise

|                                                                       | Target           | Frequency Measured | Reporting Period | Volume | KSU Actual for October |
|-----------------------------------------------------------------------|------------------|--------------------|------------------|--------|------------------------|
| <b>HR Department SLAs</b>                                             |                  |                    |                  |        |                        |
| <b>Class and Comp Requests - New or Reclass</b>                       | 10 Business Days | Monthly            | Oct-18           |        | <b>7 days</b>          |
| <i>New Position Request Volume</i>                                    |                  | Monthly            | Oct-18           | 18     |                        |
| <i>New Position Requests Received Incomplete</i>                      |                  | Monthly            | Oct-18           | 5      |                        |
| <b>Class and Comp Requests - Additional/Interim Pay</b>               | 5 Business Days  | Monthly            | Oct-18           |        | <b>3 days</b>          |
| <i>Additional/Interim Pay Volume</i>                                  |                  | Monthly            | Oct-18           | 2      |                        |
| <i>Additional Pay Requests Received Incomplete</i>                    |                  | Monthly            | Oct-18           | 0      |                        |
| <b>Job Posting Approval Time - Existing Position</b>                  | 5 Business Days  | Monthly            | Oct-18           | 94     | <b>10.54 days</b>      |
| <i>Average Time to Initiate Request in HR</i>                         | 1 Business Day   | Monthly            | Oct-18           |        | <b>3.15 days</b>       |
| <i>Average Time In Hiring Department</i>                              | 1 Business Day   | Monthly            | Oct-18           |        | <b>3.2 days</b>        |
| <i>Average Time in Budget (Finance)</i>                               | 2 Business Days  | Monthly            | Oct-18           |        | <b>1.3 days</b>        |
| <i>Average Time from Final Approval to Posting</i>                    | 1 Business Days  | Monthly            | Oct-18           |        | <b>2.89 days</b>       |
| <b>Job Posting Approval time - New/Changed Role</b>                   | 10 Business Days | Monthly            | Oct-18           | 32     | <b>14.49 days</b>      |
| <i>Average Time to Initiate Request in HR</i>                         | 1 Business Day   | Monthly            | Oct-18           |        | <b>1.99 days</b>       |
| <i>Average Time in Comp and Class</i>                                 | 2 Business Days  | Monthly            | Oct-18           |        | <b>1.9 days</b>        |
| <i>Average Time In Hiring Department</i>                              | 1 Business Day   | Monthly            | Oct-18           |        | <b>4.7 days</b>        |
| <i>Average Time in Budget (Finance)</i>                               | 5 Business Days  | Monthly            | Oct-18           |        | <b>4.9 days</b>        |
| <i>Average Time from Final Approval to Posting</i>                    | 1 Business Day   | Monthly            | Oct-18           |        | <b>1 days</b>          |
| <b>Background Check Processing Time - In State</b>                    | 3 Business Days  | Monthly            | Oct-18           | 139    | <b>3.5 days</b>        |
| <b>Background check Processing Time - Out of State</b>                | 7 Business Days  | Monthly            | Oct-18           | 57     | <b>6 days</b>          |
| <b>Background Check Processing Time - International</b>               | 10 Business Days | Monthly            | Oct-18           | 1      | <b>7 days</b>          |
| <b>Background Check Consent form not completed in allotted 5 days</b> |                  |                    |                  |        |                        |
|                                                                       |                  | Monthly            | Oct-18           | 25     |                        |
| <b>Background checks needing adjudication</b>                         |                  | Monthly            | Oct-18           | 15     |                        |
| <b>Hiring Proposal Approval time</b>                                  | 2 Business Days  | Monthly            | Oct-18           | 61     | <b>1.4 days</b>        |