



Memorandum

To: All Hiring Managers
From: Karen McDonnell, Assistant Vice President, Human Resources
Date: January 13, 2022
RE: **Human Resources SLAs**

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Human Resources (HR) has requested input from campus in several ways in an effort to better understand the HR customer experience. Most recently, we conducted a Customer Survey among hiring managers that identified areas where turnaround times and processes can be improved. In addition, hiring managers requested improved communication and more clarity around processes and expected service levels. As such, we announced our updated [Service Level Agreements \(SLAs\)](#) in November of 2021 and committed to reporting out our progress against the published SLAs on a quarterly basis. The results from 4<sup>th</sup> quarter of CY2021 are now published on the HR website.

Attached with this message is the completed scorecard for 4<sup>th</sup> quarter 2021. As you can see, we met our SLAs in several areas and did not meet them in others. The scorecard shows the volume of requests for each SLA, along with the average time to complete and the percentage of the requests that were completed at or under the SLA. We felt it was important to be transparent about both metrics.

Positives:

- Benefits contacts are happening in a timely manner, ensuring that faculty and staff looking to retire or for assistance with a leave of absence are responded to quickly.
- Student Employment requests are moving through under the SLA, even with extremely high volumes.
- With one notable exception, Compensation requests are being completed under the SLA on average.
- Staff and faculty background checks are being completed by the vendor under the SLA on average, an improvement from earlier in the fall.

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*HUMAN RESOURCES*


#### Areas for Opportunity:

- 75% of the Interim Pay requests were over the SLA resulting in the average time to process being higher than promised. This was due in part to staff absences over the holidays. This prompted the Compensation team to re-evaluate how work is covered when someone is out and to develop a plan for ensuring requests are processed within the SLAs during periods of vacation or illness. Additionally, two requests required significant discussion with the hiring manager to evaluate the requests.
- Several Talent Acquisition requests were processes slightly over the SLA on average, but with 15% -25% of requests being completed in a time frame that was higher than the published SLA. This was partially due to absences as well (again, prompting us to make sure we have a plan for coverage when someone is out) and partially due to a higher-than-average volume of requests. The volume open positions has more than doubled over the past year. In addition to adding new headcount to balance the workload, the Talent Acquisition Team is finishing up a Process Improvement project that will result improvements that we are confident will have a positive impact on these SLAs. We will keep focus on this area to ensure the metrics are improving as we roll out the changes. Additionally, we are making adjustments to spread out workload within the team to prevent bottlenecks from happening with background check reviews.
- Long term registered visitor and non-paid affiliate background checks are taking well over the published SLA to complete. This is primarily due to the visitor not completing the background check authorization form in a timely manner. The team is working on a better way to work with the hiring manager to improve the communication to the visitor to ensure this gets completed quickly.
- Also with Long term registered visitors and non-paid affiliates, the time from receipt of request to the ordering of the background check is over the SLA. This is directly a result of the volume over the last two months of the year (over 250 for both). We currently have one staff member managing this process and are looking at how we can potentially redistribute the workload to ensure these are being initiated in a timelier manner.

It is our goal to continually improve the customer service experience with HR. If you have any questions, concerns or suggestions regarding these SLAs, please don't hesitate to contact me.

## Service Level Agreements

The KSU HR Team is committed to meeting or exceeding the Service Level Agreements (SLAs) listed and strives to complete all requests in a timely manner. Due to the significant volume of requests, please allow us to process the requests within the SLA time allotted. **Note: All requests received after 3:00 p.m. will be logged as received on the following business day.**

 Indicates steps may happen simultaneously.





## Compensation

| Request Type                                                                                                           | SLA (Business Days)                                                                                  | Volume | Actual Average Business Days to complete | Percent of requests completed at or under SLA |
|------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------|--------|------------------------------------------|-----------------------------------------------|
| Compression Analysis                                                                                                   | 5                                                                                                    | None   |                                          |                                               |
| Equity Analysis (single position)                                                                                      | 5                                                                                                    | 9      | 4.4                                      | 89%                                           |
| Equity Analysis (unit)                                                                                                 | 10                                                                                                   | 3      | 2.3                                      | 100%                                          |
| Internal and External Offer Review                                                                                     | 2                                                                                                    | 2      | 1                                        | 100%                                          |
| Job Description Revisions                                                                                              | 5                                                                                                    | 36     | 2.19                                     | 99%                                           |
| Job Evaluation (new position or reclassification)                                                                      | 7                                                                                                    | 26     | 3.9                                      | 99%                                           |
| Retention Offers                                                                                                       | 2                                                                                                    | 3      | 1                                        | 100%                                          |
| Interim Pay                                                                                                            | 2                                                                                                    | 8      | 3.75                                     | 25%                                           |
| Compensation Projects, Ad Hoc Requests (Reorganizations, Restructuring, Salary Studies, HRAPs, Complex Requests, etc.) | Contact your HRBP who will work with Compensation (and Legal, if necessary) to coordinate a timeline | 1      | 16                                       | N/A                                           |

## Benefits

| Request Type                                   | SLA (Business Days) | Volume | Actual Business Days | Percent at or under SLA |
|------------------------------------------------|---------------------|--------|----------------------|-------------------------|
| Leave of Absence - response to initial inquiry | 1                   | 114    | 0.59                 | 99%                     |
| Retirement – response to initial inquiry       | 2                   | 127    | 0.61                 | 100%                    |

## Talent Acquisition

| Request Type                                                                                                    | SLA (Business Days)                                     | Volume | Actual Business Days | Percent at or under SLA |
|-----------------------------------------------------------------------------------------------------------------|---------------------------------------------------------|--------|----------------------|-------------------------|
| Initial Posting Review                                                                                          | 1                                                       | 199    | 1.19                 | 78.7%                   |
| Posting                                                                                                         | 1 (following receipt of fully approved request)         | 199    | 1.19                 | 76.2%                   |
| Verbal Offer                                                                                                    | 1                                                       | 117    | 1.03                 | 85.7%                   |
| Written Offer                | 1 (following acceptance of verbal offer from candidate) | 117    | 0.81                 | 89%                     |
| Background Check Initiation  | 1 (following acceptance of verbal offer from candidate) | 117    | 0.46                 | 90.4%                   |
| Background Check                                                                                                | 10-14                                                   | 117    | 6.12                 | 89.1%                   |
| Background Check Review      | 2 (once background check results received)              | 117    | 2.58                 | 93.2%                   |
| Onboarding Initiated         | 2 (once background check results received)              | 117    | 1.27                 | 88.9%                   |

## Long Term Registered Visitor

Visitor requiring access to campus facilities (physical or electronic) for longer than 5 Business Days. These visitors are recognized to be separate entities from KSU such as suppliers, vendors, contractors, subcontractors, or digital visitors (users who need a net ID but not access to physical campus locations). In general, long-term visitors will not have a campus employee who acts as a direct hiring manager. LTVs are working towards agreed upon/contracted deliverables and have the autonomy to set work hours, determine project timelines, and monitor progress towards final deliverables.

| Request Type                                                                   | SLA (Business Days) | Volume | Actual Business Days | Percent at or under SLA |
|--------------------------------------------------------------------------------|---------------------|--------|----------------------|-------------------------|
| HR receives access request and orders background check                         | 2                   | 233    | 2.14                 | 70.3%                   |
| Background check completed                                                     | 10                  | 42     | 22.2                 | 35.7%                   |
| HR reviews completed background check and sends approval to UITS/Card Services | 2                   | 31     | 2                    | 95%                     |
| Talon card is produced                                                         | 2                   |        |                      | N/A                     |

## HR Operations

| Request Type                          | SLA (Business Days) | Volume | Actual Business Days | Percent at or under SLA |
|---------------------------------------|---------------------|--------|----------------------|-------------------------|
| Verifications of Employment – verbal  | 1                   | 23     | 0.57                 | 100%                    |
| Verifications of Employment – written | 2                   | 157    | 1.40                 | 89%                     |

## Non-paid Affiliate

Individuals who need access to campus facilities and system(s) who are not employed by KSU but whose campus functions present publicly as if they are a KSU employee. Examples include adjunct faculty, temporary workers hired through state-wide or agency temporary staffing contracts, or volunteer athletic coaches. In general, non-paid affiliates will have a campus employee who acts as a hiring manager for purposes of setting work hours, assigning work tasks, and monitoring daily/weekly deliverables.

| Request Type                                                                | SLA (Business Days) | Volume | Actual Business Days | Percent at or under SLA |
|-----------------------------------------------------------------------------|---------------------|--------|----------------------|-------------------------|
| HR receives access request and orders background check                      | 2                   | 31     | 3.29                 | 61.3%                   |
| Background check completed                                                  | 10                  | 11     | 20.45                | 27.3%                   |
| HR reviews completed background check and prepares visitor for system entry | 2                   | 11     | 2.91                 | 72.7%                   |
| HRMS enters visitor in OneUSG                                               | 2                   |        |                      | N/A                     |
| Talon card is produced                                                      | 2                   |        |                      | N/A                     |

## Student Employment

| Request Type                     | SLA (Business Days) | Volume | Actual Business Days | Percent at or under SLA |
|----------------------------------|---------------------|--------|----------------------|-------------------------|
| Next step following SEHF receipt | 2                   | 445    | 1.13                 | 92%                     |