

Annual Assessment Report

Executive Summary

Unit name: Human Resources

Assessment year: 2022-23

Unit Mission: In support of the College's mission, we deliver customer focused, innovative services and solutions to attract, develop and retain a diverse and productive workforce. Our dedicated team holds itself accountable to provide our College community with a safe, inclusive and productive work environment where all faculty and staff can be developed to their highest potential, while creating learning opportunities for our students to become responsible global citizens.

Assessment Results by Goal and Objectives

Goal 1: Reduce the amount of time it takes to hire viable candidates to improve the TTF (time to fill) rates for all vacancies.

Supporting Strategic Plan Goal: 1 - Build Student Access and Success

Objectives	Method and Measure
1.1 Minimize the duration of the selection process after the job posting has closed over the next 5 years.	<ul style="list-style-type: none">Duration of time it takes to extend an offer of employment after a posting has closed.
1.2 Increase the number trained search committee participants over the next 5 years.	<ul style="list-style-type: none"># of faculty and staff eligible to participate on search committees.
1.3 Conduct more interviews every month and proactively search for candidates on multiple platforms - over the next 5 years.	<ul style="list-style-type: none">% of active job openings filled.

Overview of findings, analysis, recommendations and future initiatives

Objective 1.1

Results

- Due to the extensive time required by the CUNY and LaGuardia vacancy review boards (VRBs) to meet and approve extending an offer of employment (4 to 6 months or more), the duration of time it takes for HR to extend an employment offer after a posting has remained the same.

Analysis

- Given the CUNY and LaGuardia VRBs negative impact on the timeliness of an employment offer combined with LaGuardia not able to control or change that process, HR will develop an internal process to reduce the duration of the selection process.

Recommendations and future initiatives

- Develop an internal HR process to accelerate the hiring process and minimize the duration of the selection process after the job posting has closed.
- Train HR team to maximize success of new process.

Objective 1.2

Results

- Unfortunately, the CDO doesn't have the resources or capacity to train the number of staff required to be at the ready to participate on search committees. As a result, the number of faculty and staff eligible to participate on search committees did not increase.

Analysis

- Since the CDO does not have the resources to train staff on CDO rules, HR will vet recent search committee participants and their respective departments to build a pool of available faculty & staff.

Recommendations and future initiatives

- Identify and contact search committee participants from last two years to start and build a pool of faculty and staff eligible to participate on search committees.

Objective 1.3

Results

- Due to budgetary reasons, the overall number of active job (i.e. 20 - 35) openings filled was small (i.e. 3 - 8) and the percentage filled did not decrease, remaining at 60% (i.e. 12 - 21) of unfilled vacancies for 3 or more months. NOTE: the majority of the vacancies are Civil Service positions.

Analysis

- Since LaGuardia's hiring budget has been greatly reduced and CUNY resumed the oversight of the all hiring (via the VRB approval process for an indefinite period of time), as part of a university wide spending reduction, this objective will be removed from the HR AES Plan 2023-24.

Goal 2: Provide training and development opportunities to managers and employees to develop their competencies and increase operational effectiveness.

Supporting Strategic Plan Goals: 1 - Build Student Access and Success
2 - Strengthen Learning for Students - and for Faculty, Staff and the College

Objectives	Method and Measure
2.1 Increase the number of supervisors who receive basic supervisory skills training over the next 5 years.	<ul style="list-style-type: none">• # of supervisors who receive supervisory training annually
2.2 Facilitate micro learning sessions and in-depth training series on department specific competencies, technical skills, management skills, customer service, and performance standards (setting SMART goals) over the next 5 years	<ul style="list-style-type: none">• # of micro learning sessions per job classification and link the training to a LinkedIn Learning Library.• # of two- month management training series offered each year for the next 3 years.

Overview of findings, analysis, recommendations and future initiatives

Objective 2.1

Results

- In order to validate goal and establish appropriate measure moving forward, participated in a College-wide working group to assess the need to create a professional - training development team in HR.

Analysis

- The group drafted a proposal for the President outlining the need to create a dedicated professional - training development team and recommended training programs.

Recommendations and future initiatives

- Create an HR Professional - Training Development team by Spring I 2024.
- The new Professional - Training Development team will work cross functionally with management staff and division heads to align the training with performance management goals.

Objective 2.2

Results

- In order to validate goal and establish appropriate measure moving forward, participated in a college-wide working group to assess the need to create a professional - training development team in HR.

Analysis

- The group drafted a proposal for the President outlining the need to create a dedicated professional - training development team and recommended training programs.
- Upon hire, the new PD Manager, in consultation with HRD will review, assess, and modify the targets.

Recommendations and future initiatives

- The newly created Professional - Training Development team will conduct a needs analysis to gather data about training interests of faculty and staff. The data will be used to create training programs over the next 3 years.
- The new Professional - Training Development team will work cross functionally with Center for Teaching and Learning (CTL), Senate Committee on Prof. Dev., and other internal and external resources for faculty and staff training programs.

Goal 3: Strengthen the performance management process for faculty and staff

- Supporting Strategic Plan Goals:** 1 - Build Student Access and Success
2 - Strengthen Learning for Students - and for Faculty, Staff and the College

Objectives	Method and Measure
3.1 Assist managers with determining if their employees are meeting department and organization standards by implementing quarterly consultation sessions.	<ul style="list-style-type: none">• # of reminder and feedback meetings with managers to discuss performance management issues. Consultations must be collaborative and provide ongoing feedback.
3.2 Reduce the number of employees with performance ratings of Needs Improvement and below to less than 5% of our full-time workforce.	<ul style="list-style-type: none">• Annual % of full-time employees with performance ratings of NI and below.

Overview of findings, analysis, recommendations and future initiatives

Objective 3.1

Results

- Due to many priorities throughout the College impacting the HR Department, this goal has not been actively addressed. There have been no manager meetings.

Analysis

- Important objective that must be met. Address during second half of 2023 in preparation for the 2024 performance evaluation season.

Recommendations and future initiatives

- Schedule quarterly meetings with managers to discuss performance management issues.
- Consultations must be collaborative and provide ongoing feedback.

Objective 3.2

Results

- Training programs were not conducted due to COVID and remote setting.

Analysis

- Work with supervisors to set realistic goals and perform periodic assessment of employee performances.

Recommendations and future initiatives

- Develop training and professional development programs to improve employee job performance.
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Overall summary

Human Resources continued to transition on multiple levels during 2022-23. While embracing and addressing its many challenges, HR continued to think critically about best hiring practices, employment services, and employee development. Under its new leadership, HR committed to developing a high level of internal efficiencies to enhance service delivery, talent acquisition, and training initiatives for faculty and staff. HR will also continue to work closely with Affirmative Action and Compliance teams to source, hire, and train a diverse workforce at LaGuardia. HR's goals for 2022-2023 reflected the realities of the current working environment and post pandemic management needs.

Goal 1: Reduce the amount of time it takes to hire viable candidates to improve the TTF rates for all vacancies.

Objective 1.1 Minimize the duration of the selection process after the job posting has closed over the next 5 years.

Due to the extensive time required by the CUNY and LaGuardia vacancy review boards (VRBs) to meet and approve extending an offer of employment (4 to 6 months or more), the duration of time it takes for HR to extend an employment offer after a posting has remained the same.

Moving forward, given the CUNY and LaGuardia VRBs negative impact on the timeliness of an employment offer combined with LaGuardia not able to control or change that process, HR will develop an internal process to accelerate the hiring process and minimize the duration of the selection process after the job posting has closed. The HR team will be trained to maximize success of the new process.

Objective 1.2 Increase the number trained search committee participants over the next 5 years.

Unfortunately, the CDO doesn't have the resources or capacity to train the number of staff required to be at the ready to participate on search committees. As a result, the number of faculty and staff eligible to participate on search committees did not increase.

Moving forward, since the CDO does not have the resources to train staff on CDO rules, HR will vet recent search committee participants from the last two years, and their respective departments, to start and build a pool of available faculty & staff eligible to participate on search committees.

Objective 1.3 Conduct more interviews every month and proactively search for candidates on multiple platforms - over the next 5 years.

Due to budgetary reasons, the overall number of active job (i.e., 20 - 35) openings filled was small (i.e., 3 - 8) and the percentage filled did not decrease, remaining at 60% (i.e., 12 - 21) of unfilled vacancies for 3 or more months. NOTE: the majority of the vacancies are Civil Service positions.

Since LaGuardia's hiring budget has been greatly reduced and frozen by CUNY for an indefinite period of time as part of a university wide spending cut and freeze, this objective will be removed from the HR AES Plan 2023-24.

Goal 2. Provide training and development opportunities to managers and employees to develop their competencies and increase operational effectiveness.

Objective 2.1 Increase the number of supervisors who receive basic supervisory skills training over the next 5 years.

In order to validate the goal and establish the appropriate measure moving forward, HR participated in a College-wide working group to assess the need to create a professional - training development team in HR.

The group drafted a proposal for the President outlining the need to create a dedicated professional - training development team and recommended training programs.

Moving forward, HR will create an HR Professional - Training Development team by Spring I 2024. The new Professional - Training Development team will work cross functionally with management staff and division heads to align the training with performance management goals.

Objective 2.2 Facilitate micro learning sessions and in-depth training series on department specific competencies, technical skills, management skills, customer service, and performance standards (setting SMART goals) over the next 5 years.

As in Objective 2.1, in order to validate the goal and establish the appropriate measure moving forward, HR participated in a College-wide working group to assess the need to create a professional - training development team in HR. The group drafted a proposal for the President outlining the need to create a dedicated professional - training development team and recommended training programs.

Moving forward, upon hire, the new PD Manager, in consultation with HRD will review, assess, and modify the targets. In addition, the newly created Professional - Training Development team will conduct a needs analysis to gather data about training interests of faculty and staff. The data will be used to create training programs over the next 3 years. The new Professional - Training Development team will work cross functionally with the

Center for Teaching and Learning (CTL), Senate Committee on Professional Development, and other internal and external resources for faculty and staff training programs.

Goal 3. Strengthen the performance management process for faculty and staff

Objective 3.1 Assist managers with determining if their employees are meeting department and organization standards by implementing quarterly consultation sessions.

Due to many priorities throughout the College impacting the HR Department, this goal has not been actively addressed. There have been no manager meetings.

However, this is an important objective that must be met. HR will address this during the second half of 2023 in preparation for the 2024 performance evaluation season.

Moving forward, HR will schedule quarterly meetings with managers to discuss performance management issues. Consultations must be collaborative and provide ongoing feedback.

Objective 3.2 Reduce the number of employees with performance ratings of Needs Improvement and below to less than 5% of our full-time workforce.

Training programs were not conducted due to COVID and remote setting.

Moving forward, HR will work with supervisors to set realistic goals and perform periodic assessment of employee performances.

In addition, HR will develop training and professional development programs to improve employee job performance.