

Link to Strategic Plan	Outcome	Assessment/ Measures and Target Performance Levels	Strategies to Achieve Target Performance Level	Result: Data results	Analysis	Action Plan
3.1	Training & Development- Increase the percent of employees completing Title IX training	100%	1ST YEAR ESTABLISHING BASELINE	97%	Increase in performance Under regulation beginning in 2016-17, all employees must receive Title IX training. NJCU began this effort in January 2017, and resulted in 97% rate. Training was delivered both online and in-person, and the effort, though not reaching every employee, was largely successful for its first year. The challenge in this first year was to overcome the start-up tasks, such as procuring a vendor for online delivery, developing communications, etc.	Plan to roll out new program for upcoming year. Training for 2017-18 will begin earlier in the year, allowing participants more time to engage. Initial rating will be done online to capture those employees who are more comfortable learning in that mode. In-person training will take place at the end of the cycle
3.1	Training & Development – Increase the percent of PARS completed	100%	HR is hosting a series of training session on the Epar system for employees in an effort to increase completion rates.	77%	Increase in performance. In 2015-16, the State of NJ migrated the PARS process to an online platform, and there was a learning curve on the part of HR, staff and managers to complete the necessary documents. The second round of the PARS cycle took place in 2016-17, and participants were in a better position to complete.	The automated system sends out reminders to reviewers and ratees, this method seems to be working. In addition to automated reminders to raters and ratees, Human Resources generates a monthly report to track completions and incompletions, and then does direct follow-up with raters to ensure completion.
3.1	Training & Development - Increase the percent of PMPs completed	100%	HR is conducting an assessment of the current PMP form and process.	5%	PMP's are currently under revision and notices to complete have not gone out to the managerial staff.	New development tool for all managers that will be accompanied by an adoption campaign

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3.1	Time & Leave – Increase the percent of Time & Leave entered by pay period	100%	HR continues to build out the reporting functionality in the Time and Attendance system to better aid in achieving 100% compliance.	85%	Increase from previous year, working on increasing percentages through use of weekly reminders.	Weekly reminders assist in keeping employees up to date. Human Resources will supplement these automatic reminders with personal contacts for follow-up.
3.1	Time & Leave - Increase the percent of Time & Leave approved by pay period	100%	HR is developing a more robust automated notification process for managers as well as developing compliance reporting.	75%	Increase from previous year, working on increasing percentages	Weekly reminders assist in keeping employees up to date
3.2	Payroll - Increase the percent of FASs entered on time	100%	HR to assess the current business process and manager compliance.	32.00%	Business process have been put into place to increase	No data changes, assessment can only be given at the beginning of the semester, next assessment is 9/30/2017
3.2	Payroll – Increase the percent of Adjunct Contracts sent on time	100%	HR to assess the current business process and address gaps and/or need to build a new business process.	45%	Compliance has not changed significantly from prior year and is low. Contracts are generated as a result of action by the Registrar's Office to identify the adjunct as an instructor in a class. Human Resources cannot produce the contract until this step is completed. A report to audit contract completion is in process, but there is presently no tool for HR to follow-up.	Need to begin to look at the business process for this to increase compliance. A review of this process and development of tools to support effective completion are a high priority item for 2017-18, and will result in full compliance.
3.2	Payroll – Decrease the percent of off-cycle paychecks	0%	Improve bi-weekly payment process	0.050%	This is a high performance area and is consistently close to target Contract employees are also now allowed to email their assignment sheets to Human Resources, resulting in quicker approvals and hours are then submitted with the regular pay cycle. In addition, overloads are now paid in the regular cycle.	OHR and payroll have started new processes that decreases the need for off-cycle checks; will continue to monitor on a bi-weekly basis in 2017-2018 to assess impact

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3.1	Talent Acquisition – Reduce time to complete hiring process	30 DAYS	HR will continue to assess 'time to hire'.	35	Increase in performance due to reduction in advertising time, use of a Search Committee toolkit, and proactive charging of Search Committees.	Reduction in advertisement time has decreased the number Continue to refine Toolkit based on Search Committee feedback, develop FAQs, and publicize the role of Human Resources as a resource for Search Committees. Also, Search Committee's are advised to begin their review of applications during the application period, instead of at the end. Human Resources is also encouraging the use of evaluation matrices and objective criteria in evaluating applications.
3.1	Employee Relations – Decrease the percent of ER cases that are filed as grievance ULP: CWA, IFPTE	0%	1ST YEAR ESTABLISHING BASELINE	3%	Most ER cases for this union are resolved internally and do not get to a grievance level	High performance area; continue as is since target was met
3.1	Employee Relations - Decrease the percent of ER grievances ULP won: CWA, IFPTE	100%	1ST YEAR ESTABLISHING BASELINE	97%	Cases that are presented in court are won most of the time	High performance area; continue as is