



# Human Resources Update - August 2018

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## **Initial Review**

- HR Assessment (*Leadership, Process, Structure, SPOFS, Investment, Culture*)
  - Gather feedback from members of University leadership and its employee population regarding the effectiveness of HR and their understanding of its role at ETSU
  - Gather benchmark data from comparator organizations
  - Develop recommendations and a potential roadmap for change in HR at ETSU

## **Infrastructure**

- Align HR Technology
- Eliminate duplicate data entry,
- Electronic data/records
- Approvals

## **Case Study**

- Chief of Police Search

## **Reorganization**

- Combine functions, theme of Collaboration – Entire Campus
- Current Focus HR Business Partner

## **Current and Future Focus**

- Compensation
- Training Center
- Benefits / Wellness
- Inclusion
- Build Recruitment and HR Business Partner Teams

## HR Metrics: ETSU HR Spend vs. Industry Benchmarks

ETSU FY 2019 HR Budget	Expense to FTE Ratio at 2500 EE		Expense to FTE Ratio at 5000 EE
\$1,284,530	\$513/FTE at 2500		\$256/FTE at 5000
Society for Human Resources Management**	25%-ile	Median	75%-ile
	\$659	\$1667	\$6,000
Xpert HR 2014 Benchmark	25%-ile	Median	75%-ile
	\$547	\$1099	\$2579

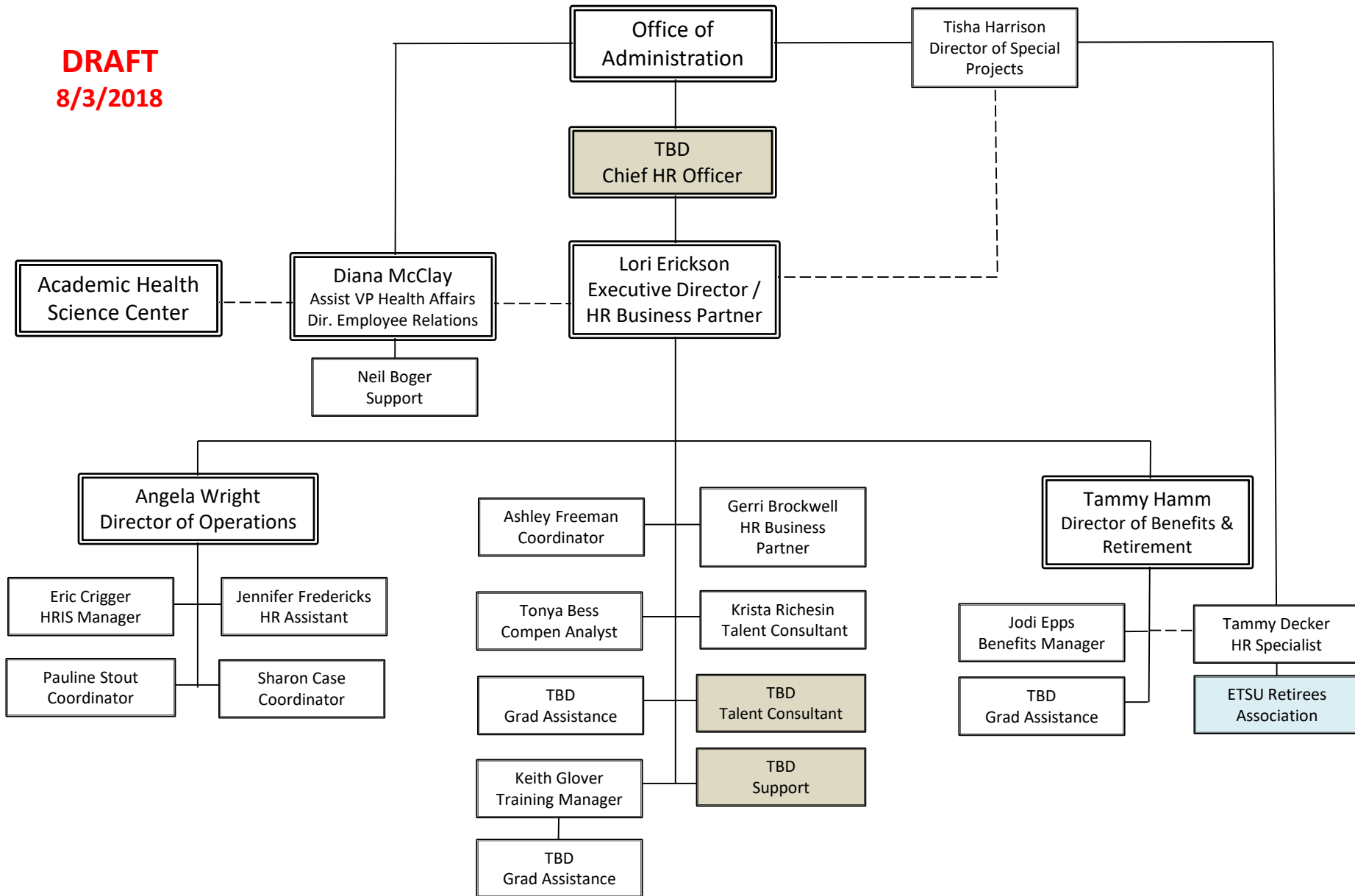
At a 15% increase in budget and an additional 1 FTE to the Staffing function, ETSU's HR spend still ranks below the 25% -ile according to industry benchmarks.

# HR Measures of Success

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Time to Fill	The amount of days a position remains open	Current: 145 days
Time to Hire	The amount of time it takes for a candidate to move through the ETSU onboarding process	Current: 75 individual steps
Diverse Hiring	Percentage of applicants from diverse populations; percentage of diverse applicants hired	Current: 5%
Voluntary Turnover	Rate at which employees leave ETSU voluntarily	Not currently tracked
Employee Engagement	Willingness of employees to use discretionary effort on the part of ETSU	Not currently tracked
Market Index	Shows how ETSU employees are paid relative to market rate for benchmark jobs	Not currently tracked
Compa Ratio	Displays employee's salary relative to the salary range mid-point	Not currently tracked

**DRAFT**  
**8/3/2018**



# HR Business Partner

