# Unit Goals: DFA Human Resources

<table>
<thead>
<tr>
<th>Goal</th>
<th>Key Metrics/Milestones</th>
<th>Goal Drivers</th>
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| **Goal 1:** Update and implement a comprehensive talent planning model for leadership and critical positions. *(FY24 – FY28)* | • % of leader/critical positions assessed for potential successors and readiness for next levels.  
• % of leader/critical positions with identified potential successors with targeted development plans.  
• Average time-to-fill vacant leader/critical positions. | • Identified talent and skill gaps.  
• Targeted development plans.  
• Succession planning. | • Developing criteria and assessment process for VC review. |
| P4 – DFA-B | | | |
| **Goal 2:** Provide enhanced strategic recruitment support for hiring managers and hiring committee members. *(FY24 – FY26)* | • Average time-to-fill posted vacancies.  
• Qualitative feedback from hiring managers and committee members.  
• Results of “inclusivity” rating in 2025 engagement survey. | • Inconsistencies in recruitment process.  
• DEI recruitment efforts.  
• Timing to fill vacancies. | • Updating process map and hiring guide to incorporate new ATS workflow. |
| P4 – DFA-C | | | |
| **Goal 3:** Provide support for the implementation of central HR’s new applicant tracking system (ATS) launch to provide meaningful recruitment analytics and reduce the time-to-fill vacancies by 10%. *(FY24 – FY26)* | • Average time to post recruitments once submitted to ATS.  
• Average time-to-fill posted vacancies.  
• Customer satisfaction rating on use of tool. | • Change management needs for new ATS.  
• Leveraging tool for increased analytics. | • HR training March/April with eta of pilot launch in May. |
| P4 – DFA-A | | | |
| **Goal 4:** Provide DFA senior leaders with people-centric analytics for greater visibility in linking staff activity to their strategic plans/goals. *(FY24 – FY28)* | • Annualized attrition rate.  
• Time-to-fill recruitments.  
• Vacancy rate.  
• Training compliance.  
• Staffing-to-budget report.  
• Strategic support rating. | • Lack of regular quantitative feedback on people actions.  
• Enabling strategic goals through people actions. | • Creating library of current system reports available.  
• Will schedule intake meetings April/May. |