

Administrative Unit Name: UW HUMAN RESOURCES

*Please complete this Word document and the accompanying Excel workbook (both of which were provided to your unit via email), and submit them to the Office of Planning & Budgeting (OPB) on or before **Friday, November 18**. Please email your materials to [Becka Johnson Poppe](#).*

1. In the **“Planned Expenditures”** tab of the Excel workbook, please provide the following information for each functional area of your unit: ¹
 - a) A description of how the functional area **contributes to the University’s missions** (research, service and teaching) and the risks the University would face if this work were no longer funded;² and
 - b) Provide information regarding your unit’s **projected FTEs and planned expenditures for FY17 and FY18**:
 - i) Expenditure estimates should be broken down by:
 - *Fund type*: permanent ABB funds (i.e. GOF and DOF, excluding carryover) and, if applicable, funds derived from self-sustaining efforts, grants and contracts, philanthropy, and other sources.
 - *Expenditure type*: salaries and benefits, goods and services, contractual services, travel, and other.
 - ii) Please describe any assumptions you are making in your response, such as those related to the availability of state or federal funding or projections based on the first complete month of expenditures in FY17, etc. Also, please explain the “other” category, if you put expenses into that column.

For guidance, please see the example posted at the [FY18 Budget Development webpage](#).

This space intentionally left blank.

¹ “Functional area” is most easily described as a level of granularity that reflects your unit’s org chart and is reconcilable to your unit’s organization code structure. However, if this results in an unwieldy number of “functional areas” for your unit (i.e. more than 7 or 8), please note this in your materials and provide a more manageable level of granularity. As a general guideline, we anticipate 3-7 functional areas per unit.

² Please refer the following document for more information about the [University’s Sustainable Academic Business Plan \(SABP\) goals and top institutional risks](#).

-
2. A number of variables (e.g. the outcome of the 2017 legislative session) will heavily influence the availability of funds for FY18 merit increases. Despite these unknowns, planning for compensation increases has no doubt begun already. Units should plan to receive less funding than may be necessary to implement the full average merit increases for GOF- and DOF-funded positions. **Please tell us how your unit plans to deploy existing resources, establish new revenue streams (if applicable), and/or pursue additional efficiencies to support merit increases in FY18. Please respond in 300 words or fewer.**
-

In the event Provost funds are not available for merit increases, it would be necessary for UWHR to reduce FTE in order to provide minimum merit increases to staff in compliance with direction from the Provost. The number of FTE to be reduced would depend upon the size of the increase and the amount of funding provided by the Provost.

3. In spring 2015, Provost Baldasty initiated the **Transforming Administration Program (TAP)**, which encompasses all central administrative units and focuses on fulfilling the need for greater collaboration, clearer priorities, increased accountability, and elimination of unnecessary bureaucracy and redundancies.

Please answer the following questions:

- What are 3-5 new things that your unit is doing this fiscal year to align with the [TAP principles for central administrative units](#) and to create and enhance a culture of service? *Please respond within a 300-word bulleted list and please be specific.*
 - How can your unit collaborate with other units (academic and administrative units outside of your own) to be more effective and reduce costs? *Please respond in 200 words or fewer.*
-

Alignment with TAP:

- **Harmonization of Union Contracts:** This past summer, Labor Relations, in coordination with the Office of the President and partnership with WFSE and SEIU 925, launched an effort to harmonize contract language. Through the process of contract language harmonization, we are able to unify processes allowing for the more efficient administration of contracts and reduce the opportunities for error in administering contracts with similar, but slightly different, provisions. The harmonization process will continue this winter as negotiations with WSNA and SEIU 1199 begin.
- **Tri-campus HR Institute:** UWHR will produce a bi-annual event for HR professionals from across all three campuses in an effort to enhance compliance and align practices among departments, as well as, fostering stronger relationships with and among UW's HR administrators. The inaugural session is January 12 and will focus on the role of human resources in building a culture of respect, trust, and transparency. The Institute is funded by UWHR.
- **Workday Readiness:** UWHR has spent the last eighteen months on readiness activities that help our organization prepare for the implementation of Workday and the Integrated Service Center, both of which will significantly change how we work in UWHR. In collaboration with HR/P's Integrated Change Management team, UWHR has documented approximately 125 current and future state processes, streamlined areas of duplicative efforts, and is well positioned to move into the training and implementation phases of the project.

- **Succession Planning and Talent Management:** With the Board of Regents interest in succession planning and talent management, UWHR has invested in updating resources and providing training to HR administrators. In addition, members of the HR leadership team are meeting with vice presidents and deans to discuss how to integrate talent management and succession planning into their organization's strategic planning efforts.

Collaboration: With some HR functions being moved to the Integrated Service Center and others being eliminated with the implementation of Workday, we have the opportunity to deepen HR's consultant and leadership level positions' partnerships with clients to foster productive work environments through more early interventions and bolstering supervisory skills. We have already begun this process by resetting client interaction expectations among our employee relations team and providing more in-person HR training opportunities for supervisors. In addition, we expect to collaborate more closely and find efficiency opportunities with Integrated Service Center business partners like UWIT, Payroll, and Academic HR. We are providing subject matter expertise to develop training and protocols for the ISC and look forward to the next phase when we determine the most efficient handoffs between ISC and business units.

4. Please describe **your unit's emerging or changing personnel needs**—prompted by changes that either your unit or the institution is facing—and **what your unit will do to meet these needs without creating new FTE positions** (e.g. redeploying FTE among other functional areas). *Please respond in 300 words or fewer.*

At your unit's meeting with the Provost, **please be prepared to discuss your unit's succession planning activities.**

The University's investment in Workday and the Integrated Service Center provide a unique opportunity to look at the structure and organization of HR. We are in the midst of this work now. By the time of our budget meeting, we plan to provide you with a clear direction that ensures the skills and expertise in UWHR are aligned to be responsive to the emerging needs of the University.

Some of the key competency areas we are focusing on are:

- Increasing focus on recruiting and retaining a diverse workforce.
- Enhancing operational excellence and strengthening our labor and HR management environment by working more collaboratively with union partners and building the supervisory skills of UW's managers.
- Strengthening UWHR's strategic planning and analytics capacity so that we can better anticipate changes in the labor market and our work environment and guide clients and the institution proactively.
- Ensuring UW policies and systems keep practices in compliance, but are also efficient and agile enough to keep pace with evolving business needs.

5. Please identify any significant obstacles or challenges that your unit faces, other than resource constraints. Please plan to discuss these with the Provost. If applicable, please summarize any operational risks that, from your perspective, the UW must work to mitigate over time. *Please respond in 300 words or fewer.*

- Workday will enhance compliance through standardizing business processes, but the adoption of standard business processes will be a cultural shift for parts of the University that have customized HR practices to fit their own operational needs. Together with the ISC, UWHR needs to be vigilant about understanding non-standard practices departments develop as Workday workarounds and assess any compliance or data validity risks associated with them.
- The increasingly competitive recruitment market is a crisis in slow motion. While our ability to recruit and retain technical and healthcare professionals has been challenging for the past few years, the tighter labor market in Seattle is now affecting our ability to recruit top candidates for administrative and operational positions as well. We are working with clients to ensure that they are including succession and workforce planning into their organizational strategic plans and refocusing internal resources behind providing talent management resources that position UW as an attractive and competitive employer for staff whether entering the labor market, mid-career, or seeking flexible options when approaching retirement.
- UWHR plays a key role in assisting with the due diligence, strategic planning, and integration of UW Medicine hospitals, clinics, Airlift Northwest, and stand-alone administrative services like the contact center.
- There is a widening disparity in the marketplace between salaries for positions that work in healthcare/health systems and like positions that work in non-healthcare settings, in fields like administration, customer service, facilities, IT, etc. The health care organizations argue that such jobs require different skills or working conditions and are filled from a distinct labor market that is characterized by higher pay rates. At UW, this plays out in growing differences in pay and duties between medical center and “campus” positions in the same job title, resulting in internal equity and retention issues, as well as conflict at the bargaining table.
- Continued efforts to organize faculty and professional staff.

6. Please **update the carryover usage plan you submitted as part of last year's budget development process**. To do so, please complete the **"Updated Carryover Usage Plan" tab** of the Excel workbook. Please note:

- Your worksheet is pre-populated with the carryover usage plan you submitted last year, new estimated carryover totals, and new reserve figures.³
- Please provide updated numbers under "Updated Plan" (Columns H-K).
- If you have new line items, please add rows, as needed.
- For any major updates, please provide a brief description of the change (Column L).

Please note, although cost allocations for the HR/Payroll Modernization Program won't be available until the new system goes live, units are encouraged to incorporate the original allocations (from the HR/Payroll Cost Allocation plan) into their carryover spending plans. For units that made prepayments, all funds have been held in reserve, and will be applied to your future cost allocations.

If you would like to describe any items from the worksheet in greater detail, please use the space below. For **additional guidance**, please see the example posted at the [FY18 Budget Development webpage](#).

If your unit has a **deficit** instead of a carryover, please confirm that you have an updated deficit mitigation plan in place with OPB. If you do not, please explain why.

7. For FY18, the Provost will be deploying *permanent* Provost Reinvestment Funds (PRF) primarily, if not exclusively, to cover compensation increases. Thus, **units are asked to limit PRF requests to temporary funding needed to address critical compliance and/or high institutional priority needs.**⁴

If your unit has a PRF request that fits within these strict parameters, please describe it in the **"PRF Request" tab** of the Excel workbook. Please also indicate what you are willing to commit as a match for PRF support.

This space intentionally left blank.

³ As a reminder, carryover balances are calculated at the end of each biennium and can only be *estimated* mid-biennium.

⁴ Please refer to the University's [Sustainable Academic Business Plan](#) for more information about top institutional goals.

FY17 & FY18 Planned Expenditures - Administrative Units

Please use the fields below to provide information for **each functional area** of your unit. "Functional area" is most easily described as a level of granularity that reflects your unit's org chart and is reconcilable to your unit's organization code structure. However, if this results in an unwieldy number of "functional areas" for your unit (i.e. more than 7 or 8), please provide a more manageable level of granularity. As a general guideline, we anticipate 3-7 functional areas per unit.

For guidance, please see the example posted at the FY18 Budget Development webpage: <http://opb.washington.edu/fy18-unit-budget-development>

BT = Budget Type OC = Object Code

NAME OF AREA: OFFICE OF THE VICE PRESIDENT FOR HUMAN RESOURCES						
<i>The Office of the Vice President for Human Resources oversees all functional areas of the organization (Benefits, Compensation, Labor Relations, Professional & Organizational Development, HR Administration & Information Systems, Campus HR Operations, and Medical Center HR Operations). The Vice President also oversees specialized areas of the WorkLife Program, The Whole U, Disability Services, and Violence Prevention & Response and serves as the sole executive sponsor of the UW Combined Fund Drive, Distinguished Staff Awards, and the Thorud Leadership Awards, and as one of the co-executive sponsors of the HR/Payroll Modernization Project.</i> <i>The Office of the Vice President for Human Resources contributes to the University's mission by serving as a strategic advisor to executives across the University and medical centers and ensures HR policies and practices are aligned to meet the needs of the University in addition to ensuring compliance with employment regulations. Defunding the Office of the Vice President would create significant instability in the daily operations of the HR functional units and could lead to compliance issues due to lack of oversight.</i>						
FISCAL YEAR 2017						
Fund Source	FTE	Projected Expenditures (in \$)				
		Salaries & Benefits (OC: 01, 07)	Goods & Services (OC: 03, 05, 06)	Contractual Services (OC: 02)	Travel (OC: 04)	Other (OC: 08-21)
GOF/DOF, excluding carryover (BT 01)	3.00	\$ 768,383	\$ 105,399	\$ 23,033	\$ 17,118	
Self-Sustaining Funds (BT 10, 11)						
Grants & Contracts (BT 05)						
Philanthropy, or Gifts & Discretionary (BT 06)			\$ 1,500			
Total	3.00	\$ 768,383	\$ 106,899	\$ 23,033	\$ 17,118	\$ -
FISCAL YEAR 2018						
Fund Source	FTE	Planned Expenditures (in \$)				
		Salaries & Benefits (OC: 01, 07)	Goods & Services (OC: 03, 05, 06)	Contractual Services (OC: 02)	Travel (OC: 04)	Other (OC: 08-21)
GOF/DOF, excluding carryover (BT 01)	3.00	\$ 809,548	\$ 100,398	\$ 23,033	\$ 15,618	
Self-Sustaining Funds (BT 10, 11)						
Grants & Contracts (BT 05)						
Philanthropy, or Gifts & Discretionary (BT 06)			\$ 1,500			
Total	3.00	\$ 809,548	\$ 101,898	\$ 23,033	\$ 15,618	\$ -
<u>See assumptions listed below.</u>						

NAME OF AREA: BENEFITS

Benefits administers both state and UW-specific benefits (insurances, retirement, and finances) to faculty, staff, and graduate appointees by providing operational support, education, counseling, and customer service. Benefits also manages UWWellness and the Combined Fund Drive. Beginning in January 2018, Benefits will be a key component of the new all day required new employee orientation agreed to in contract negotiations with WFSE and SEIU 925.

Benefits contributes to the mission of the University by ensuring that new faculty and staff are encouraged to understand and take full advantage of their UW benefit package and by offering an ongoing series of seminars and workshops on topics about retirement, insurances, and finances. In addition, the executive director for Benefits is an active member of the UWRP Fund Review Committee. Defunding Benefits would create significant compliance risk and would result in customer service issues for the University.

FISCAL YEAR 2017

Fund Source	FTE	Projected Expenditures (in \$)				
		Salaries & Benefits (OC: 01, 07)	Goods & Services (OC: 03, 05, 06)	Contractual Services (OC: 02)	Travel (OC: 04)	Other (OC: 08-21)
GOF/DOF, excluding carryover (BT 01)	16.00	\$ 1,388,416	\$ 62,450	\$ 31,000	\$ 3,100	
Self-Sustaining Funds (BT 10, 11)						
Grants & Contracts (BT 05)						
Philanthropy, or Gifts & Discretionary (BT 06)						
Total	16.00	\$ 1,388,416	\$ 62,450	\$ 31,000	\$ 3,100	\$ -

FISCAL YEAR 2018

Fund Source	FTE	Planned Expenditures (in \$)				
		Salaries & Benefits (OC: 01, 07)	Goods & Services (OC: 03, 05, 06)	Contractual Services (OC: 02)	Travel (OC: 04)	Other (OC: 08-21)
GOF/DOF, excluding carryover (BT 01)	16.00	\$ 1,442,964	\$ 62,450	\$ 31,000	\$ 3,100	
Self-Sustaining Funds (BT 10, 11)						
Grants & Contracts (BT 05)						
Philanthropy, or Gifts & Discretionary (BT 06)						
Total	16.00	\$ 1,442,964	\$ 62,450	\$ 31,000	\$ 3,100	\$ -

See assumptions listed below.

NAME OF AREA: COMPENSATION

Compensation contributes to the mission of the University by serving as a resource to other HR units and client departments on organizational structure and regulations, such as FLSA. Compensation also costs all labor proposals and negotiated contracts and works closely with Labor Relations on other labor/compensation concerns; represents UW with the Department of Personnel on matters of pay and classification; monitors the labor market for competitive salary levels; and maintains and adjusts the payroll system to ensure appropriate pay for staff. Defunding Compensation would create significant regulatory compliance risk, destabilize our labor environment, and create customer service issues for the University.

Note: The 3.0 FTE that are listed under Self-Sustaining Funds are paid by the medical centers and recharged to a budget under org code 3-12.

FISCAL YEAR 2017

Fund Source	FTE	Projected Expenditures (in \$)				
		Salaries & Benefits (OC: 01, 07)	Goods & Services (OC: 03, 05, 06)	Contractual Services (OC: 02)	Travel (OC: 04)	Other (OC: 08-21)
GOF/DOF, excluding carryover (BT 01) (FTE includes 3.0 FTE funded by Med Ctrs)	8.00	\$ 1,021,127	\$ 37,135		\$ 2,225	
Self-Sustaining Funds (BT 10, 11) *See UW Med HR Ops	3.00					
Grants & Contracts (BT 05)						
Philanthropy, or Gifts & Discretionary (BT 06)						
Total	11.00	\$ 1,021,127	\$ 37,135	\$ -	\$ 2,225	\$ -

FISCAL YEAR 2018

Fund Source	FTE	Planned Expenditures (in \$)				
		Salaries & Benefits (OC: 01, 07)	Goods & Services (OC: 03, 05, 06)	Contractual Services (OC: 02)	Travel (OC: 04)	Other (OC: 08-21)
GOF/DOF, excluding carryover (BT 01)	8.00	\$ 1,067,618	\$ 37,135		\$ 2,225	
Self-Sustaining Funds (BT 10, 11) *See UW Med HR Ops	3.00					
Grants & Contracts (BT 05)						
Philanthropy, or Gifts & Discretionary (BT 06)						
Total	11.00	\$ 1,067,618	\$ 37,135	\$ -	\$ 2,225	\$ -

See assumptions listed below.

See assumptions listed below.

NAME OF AREA: LABOR RELATIONS	
--------------------------------------	--

FISCAL YEAR 2017						
Fund Source	FTE	Projected Expenditures (in \$)				
		Salaries & Benefits (OC: 01, 07)	Goods & Services (OC: 03, 05, 06)	Contractual Services (OC: 02)	Travel (OC: 04)	Other (OC: 08-21)
GOF/DOF, excluding carryover (BT 01)	6.65	\$ 777,037	\$ 19,700	\$ 2,500	\$ 1,850	
Self-Sustaining Funds (BT 10, 11) *See UW Med HR Ops	2.35					
Grants & Contracts (BT 05)						
Philanthropy, or Gifts & Discretionary (BT 06)						
Total	9.00	\$ 777,037	\$ 19,700	\$ 2,500	\$ 1,850	\$ -

FISCAL YEAR 2018						
Fund Source	FTE	Planned Expenditures (in \$)				
		Salaries & Benefits (OC: 01, 07)	Goods & Services (OC: 03, 05, 06)	Contractual Services (OC: 02)	Travel (OC: 04)	Other (OC: 08-21)
GOF/DOF, excluding carryover (BT 01)	6.65	\$ 812,148	\$ 19,700	\$ 2,500	\$ 1,850	
Self-Sustaining Funds (BT 10, 11) *See UW Med HR Ops	2.35					
Grants & Contracts (BT 05)						
Philanthropy, or Gifts & Discretionary (BT 06)						
Total	9.00	\$ 812,148	\$ 19,700	\$ 2,500	\$ 1,850	\$ -

See assumptions listed below.

NAME OF AREA: CAMPUS HR OPERATIONS

Utilizing client-based service teams, Campus HR Operations unit coaches, consults, and facilitates the resolution of employee relations issues including corrective action. HR Operations also facilitates the employment process and consults closely with managers on the recruitment, selection, and hiring of highly qualified staff. In addition, they advise client departments on laws, policies, and procedures and support departments on a wide range of items including disability accommodation, leave and salary administration, temporary employment, crediting for prior state services, service awards, and unemployment compensation.

In addition, Campus HR Operations houses the UTemp Staffing Program that provides a cost-effective alternative to working with an external staffing agency for contingent workforce needs. UTemp recruits and identifies qualified temporary employees, manage payroll functions, and completes all monitoring and administration requirements, such as employee relations and compliance.

Campus HR Operations contributes to the mission of the University by ensuring that the “employee experience” is fair and consistent and that managers and employees alike feel supported. Defunding HR Operations would create significant regulatory compliance risk, destabilize our labor environment, create customer service issues, and negatively impact our workplace culture.

Note: Out of the 72.36 FTE listed under Self-Sustaining Funds - UTemp Staffing Program, 67.00 FTE (based on FY17 amounts) are temporary hourly staff that work outside of HR in our client departments. The remaining 5.36 FTE are HR staff responsible for running UTemp Staffing Program. The vast majority of the UTemp salaries and benefits listed here are paid to the 67.00 FTE working in our client departments. UTemp revenue is projected to cover all of their expenditures.

FISCAL YEAR 2017

Fund Source	FTE	Projected Expenditures (in \$)				
		Salaries & Benefits (OC: 01, 07)	Goods & Services (OC: 03, 05, 06)	Contractual Services (OC: 02)	Travel (OC: 04)	Other (OC: 08-21)
GOF/DOF, excluding carryover (BT 01)	25.47	\$ 2,437,822	\$ 66,090		\$ 4,097	
Self-Sustaining Funds (BT 10, 11)	72.36	\$ 5,595,489	\$ 212,089		\$ 50	
Grants & Contracts (BT 05)						
Philanthropy, or Gifts & Discretionary (BT 06)						
Total	97.83	\$ 8,033,311	\$ 278,179	\$ -	\$ 4,147	\$ -

FISCAL YEAR 2018

Fund Source	FTE	Planned Expenditures (in \$)				
		Salaries & Benefits (OC: 01, 07)	Goods & Services (OC: 03, 05, 06)	Contractual Services (OC: 02)	Travel (OC: 04)	Other (OC: 08-21)
GOF/DOF, excluding carryover (BT 01)	25.47	\$ 2,546,825	\$ 66,090		\$ 4,097	
Self-Sustaining Funds (BT 10, 11)	72.36	\$ 5,608,836	\$ 212,089		\$ 50	
Grants & Contracts (BT 05)						
Philanthropy, or Gifts & Discretionary (BT 06)						
Total	97.83	\$ 8,155,661	\$ 278,179	\$ -	\$ 4,147	\$ -

See assumptions listed below.

NAME OF AREA: UW MEDICINE HR OPERATIONS

Utilizing client-based service teams, UW Medicine HR Operations unit coaches, consults, and facilitates the resolution of employee relations issues including corrective action. UW Medicine HR also facilitates the employment process and consults closely with managers on the recruitment, selection, and hiring of highly qualified staff. In addition, they advise client departments on laws, policies, and procedures and support departments on a wide range of items including disability accommodation, leave and salary administration, temporary employment, crediting for prior state services, service awards, and unemployment compensation.

In addition, UW Medicine HR Operations houses a team dedicated to providing organizational development and training function for each medical center and a data services team responsible for processing all medical centers personnel transactions.

UW Medicine HR Operations contributes to the mission of the University by ensuring that the “employee experience” is fair and consistent and that managers and employees alike feel supported. Defunding UW Medicine HR Operations would create significant regulatory compliance risk, destabilize our labor environment, create customer service issues, and negatively impact our workplace culture.

**Note: UW Medicine HR salaries/benefits are not included in the worksheet because they are recharged monthly to medical centers budgets under org code 3-12. In addition to the 57.33 FTE listed below, medical centers also funds positions in Compensation, HRAIS, Labor Relations and The Whole U (FTE listed under those units). UW Medicine HR expenditures for goods and services, contractual services, travel, and other are not listed below because they are paid directly by the medical centers.*

FISCAL YEAR 2017

Fund Source	FTE	Projected Expenditures (in \$)				
		Salaries & Benefits (OC: 01, 07)	Goods & Services (OC: 03, 05, 06)	Contractual Services (OC: 02)	Travel (OC: 04)	Other (OC: 08-21)
GOF/DOF, excluding carryover (BT 01)						
Self-Sustaining Funds (BT 10, 11)	57.33					
Grants & Contracts (BT 05)						
Philanthropy, or Gifts & Discretionary (BT 06)						
Total	57.33	\$ -	\$ -	\$ -	\$ -	\$ -

FISCAL YEAR 2018

Fund Source	FTE	Planned Expenditures (in \$)				
		Salaries & Benefits (OC: 01, 07)	Goods & Services (OC: 03, 05, 06)	Contractual Services (OC: 02)	Travel (OC: 04)	Other (OC: 08-21)
GOF/DOF, excluding carryover (BT 01)						
Self-Sustaining Funds (BT 10, 11)	57.33					
Grants & Contracts (BT 05)						
Philanthropy, or Gifts & Discretionary (BT 06)						
Total	57.33	\$ -	\$ -	\$ -	\$ -	\$ -

See assumptions listed below.

NAME OF AREA: PROFESSIONAL & ORGANIZATIONAL DEVELOPMENT (POD)

Professional and Organizational Development (POD) provides in-person and online professional development courses for staff along with customized training and career coaching. POD also provides management and organization development consulting, coordinates the University Consulting Alliance and Faculty Grants Management (FGM), the UW Tuition Exemption Program, and administers the Strategic Leadership Program (SLP). Beginning in January 2018, POD will be a key component of the new all day required new employee orientation agreed to in contract negotiations with WFSE and SEIU 925.

POD contributes to the mission of the University by providing pertinent and culturally specific training and consultation services. POD is primarily a self-sustaining organization that does receive some centralized funding for Faculty Grants Management and the Strategic Leadership Program.

Note: POD revenue is projected to cover all of their Self-Sustaining expenditures.

FISCAL YEAR 2017						
Fund Source	FTE	Projected Expenditures (in \$)				
		Salaries & Benefits (OC: 01, 07)	Goods & Services (OC: 03, 05, 06)	Contractual Services (OC: 02)	Travel (OC: 04)	Other (OC: 08-21)
GOF/DOF, excluding carryover (BT 01)	3.79	\$ 398,498	\$ 42,740	\$ 7,500	\$ 2,221	
Self-Sustaining Funds (BT 10, 11)	6.88	\$ 653,857	\$ 203,686	\$ 676,350	\$ 3,467	
Grants & Contracts (BT 05)						
Philanthropy, or Gifts & Discretionary (BT 06)						
Total	10.67	\$ 1,052,355	\$ 246,426	\$ 683,850	\$ 5,688	\$ -
FISCAL YEAR 2018						
Fund Source	FTE	Planned Expenditures (in \$)				
		Salaries & Benefits (OC: 01, 07)	Goods & Services (OC: 03, 05, 06)	Contractual Services (OC: 02)	Travel (OC: 04)	Other (OC: 08-21)
GOF/DOF, excluding carryover (BT 01)	3.79	\$ 415,903	\$ 42,740	\$ 7,500	\$ 2,221	
Self-Sustaining Funds (BT 10, 11)	6.88	\$ 677,499	\$ 203,686	\$ 676,350	\$ 3,467	
Grants & Contracts (BT 05)						
Philanthropy, or Gifts & Discretionary (BT 06)						
Total	10.67	\$ 1,093,402	\$ 246,426	\$ 683,850	\$ 5,688	\$ -
<i>See assumptions listed below.</i>						

Assumptions:

1) FTE levels are maintained at the FY level, and FY17 permanent funding is continued into FY18. 2) Since the UW's state budget submission requested funding for a 4% compensation increase in FY18, our FY18 calculations include a 4% merit increase over the FY17 base for Professional Staff. A 2% increase was used for Classified Staff. 3) FY17 benefit load rates were used for FY17 and FY18 calculations. 4) The HR projections for operations (02-; 03-; 04-; and 05-) are based upon the results of HR's FY17 budget building exercise. However, only permanent GOF and DOF funds were used in this exercise. We did not include temporary budget authority (either carryover or centrally funded) in this exercise. FTE that are funded with temporary central funds were not included. They include the Director for Childcare Development and staff in The Whole U. 5) Operations funding is supplemented by current year (not carryover) salary/benefits savings that are accrued throughout the year. This is done to adequately fund routine operations with current year funding and to reduce the chance of increasing the amount of future carryover.

Updated Carryover Usage Plan - Administrative Units

Please use this template to provide an update on the carryover usage plan you submitted last year.

INSTRUCTIONS: Please do not change the numbers under "Previous Plan" (Columns C-F). Instead, please provide updated numbers under "Updated Plan" (Columns H-K). If you have new line items, please add rows, as needed. For any updates, please provide a brief description of the change (Column L). See the Word template for notes regarding HR/Payroll cost allocations.

For additional guidance, please see the example posted at the FY18 Budget Development webpage: <http://opb.washington.edu/fy18-unit-budget-development>

Unit:	Carryover into FY16:				Carryover into FY17:				Est. Carryover into FY17:
Human Resources	PREVIOUS PLAN (Do Not Update)				UPDATED PLAN (Please Complete)				\$ 2,224,678 *
Usage Categories and Descriptions	Committed Year(s)	# of Years	Annual \$ Amount	Totals	Committed Year(s)	# of Years	Annual \$ Amount	Totals	Explanation of Changes/Updates
Unit's Reserve (10% of permanent ABB budget)									
	FY17	1	\$ 1,089,535	\$ 1,089,535	FY18	1	\$ 1,124,209	\$ 1,124,209	
	Total Unit's Reserve:			\$ 1,089,535	Total Unit's Reserve:			\$ 1,124,209	
Central Commitments					<i>e.g. FY17- FY19</i>	<i>e.g. 3</i>			
1. UWSRP 401(a) Calculation Automation/Outsourcing - Work Currently Underway (allocated in FY13 and FY14; balance not yet used) (TEMP)	FY17	1	\$ 409,267	\$ 409,267	FY17	1	\$ 262,881	\$ 262,881	Work is still in progress.
2. Classified Staff Salary Survey (allocated in FY16)				\$ -	FY17	1	\$ 68,000	\$ 68,000	Final payment for salary survey will take place during FY17.
3. UAW Salary Survey (allocated in FY16)				\$ -	FY17	1	\$ 20,000	\$ 20,000	Final payment for salary survey will take place during FY17.
	Total Central Commitments:			\$ 409,267	Total Central Commitments:			\$ 350,881	
"Spending Plan" Permanent Costs & Other Projects					<i>e.g. FY17- FY19</i>	<i>e.g. 3</i>			
A. Perm expenditures funded with temp funds									
1. "Permanent" Salaries and Benefits (Funded with Temporary Funds) - DOES NOT INCLUDE TWU OR HR/P	FY16	1	\$ 238,936	\$ 238,936				\$ -	Due to a combination of factors, the need to use carryover funds for this line item has been eliminated. Those factors include: project appointments that have ended, funds that were redeployed, and central funds being provided for HR Consultant salary increases.
2. The Whole U (Salaries, Benefits, & Operations)	FY16	1	\$ 500,000	\$ 500,000				\$ -	FY17 & FY18: \$300,000/year central funding provided for TWU.
				\$ -				\$ -	
B. Possible multi-year commitments									
1. HR Payroll Modernization (Salaries & Benefits)				\$ -	FY18-19	2	\$ 77,765	\$ 155,530	Salaries/benefits for HR's ongoing efforts to support Workday. While the extent of future needs are unknown, it is anticipated that ongoing support for Workday will necessitate some level of additional staffing.

Usage Categories and Descriptions
2. HR/P Modernization Annual Allocation
C. Immediate, current year use
1. HR Payroll Modernization (Salaries & Benefits)
2. Temporary Monthly and Hourly Salaries and Benefits (Funded with Temporary Funds) - DOES NOT INCLUDE TWU OR HR/P
3. Legal Fees for Residents' Negotiations
4. Professional Staff Salary Survey
<i>Add more lines as needed</i>

Committed Year(s)	# of Years	Annual \$ Amount	Totals
			\$ -
FY16	1	\$ 981,060	\$ 981,060
FY16	1	\$ 58,673	\$ 58,673
FY16	1	\$ 75,000	\$ 75,000
			\$ -
			\$ -

Total Permanent Costs & Other Projects: \$ 1,853,669

PRIOR PLAN TOTAL: \$ 3,352,471

Committed Year(s)	# of Years	Annual \$ Amount	Totals	Explanation of Changes/Updates
FY18-19	2	\$ 49,507	\$ 99,014	New annual expense effective July 1, 2017. The amount listed is from the "HR/P Average Annual Allocation by Expense Type as of January 2015."
FY17	1	\$ 264,393	\$ 264,393	Salaries/benefits and Temporary Pay Increases (TPI) for staff involved in HR Payroll Modernization implementation efforts. Reduced amount reflects the end of project appts for tech writers, fewer TPIs, and HR/P covering the Leave Specialist salary/benefits which enabled us to use the salary savings to offset salary/benefits for backfill, etc.
FY17	1	\$ 80,651	\$ 80,651	Ongoing temporary monthly and hourly salaries/benefits funded with temporary funds.
FY17	1	\$ 50,000	\$ 50,000	While UW reached an agreement with the Residents on October 14, there is an ongoing need for legal assistance regarding contract administration, and general labor/employment matters such as FLSA.
FY17	1	\$ 100,000	\$ 100,000	Professional staff salary study used in gauging the competitiveness of professional staff pay. Professional staff salary studies are conducted every two years by outside consultants.
			\$ -	
			\$ -	

Total Permanent Costs & Other Projects: \$ 749,588

UPDATED PLAN TOTAL: \$ 2,224,678 **

* As a reminder, carryover balances are calculated at the end of each biennium and can only be *estimated* mid-biennium.

** Because carryover balances are estimated, and many of these priorities transcend multiple years, we do not expect this total to exactly match your unit's carryover total.

Provost Reinvestment Fund Request(s)

Please limit Provost Reinvestment Fund (PRF) requests to temporary support for issues of critical compliance and high institutional priority (such as enhancements to the faculty or student experience) and in consultation with faculty, staff and students. Please also indicate what you are willing to commit as a match for PRF support. Repeat the following fields as needed.

One Sentence Explanation:	<i>Continued funding for 1.0 FTE to support all of the WorkLife services provided to the University community.</i>				
Requested PRF (per year):	\$	162,264			
Number of years needed:		<i>Ongoing funding for this position is needed. Therefore, a commitment of temporary funds for as many years as possible is requested.</i>			
Starting In:	Jan-18	<i>Per CT209-06925, funding was awarded for three years (January 2015-December 2017). This request is for continued funding to begin the second half of FY18 - January 2018.</i>			
Unit Match/Contribution:	<i>Human Resources supports this position by funding operations, travel, and supplies up to \$7,001 per fiscal year.</i>				
Full Explanation of Request:	<i>This position is responsible for all of the WorkLife services provided to the University community. This one-person office is responsible for managing relations with UW child care centers, other vendors in support of UW child care, and UW CareLink. In addition to service provider management, this position is responsible for marketing these services and resolving emergent issues. This position also leads the Child Care Access Initiative, addressing the longstanding issue of providing access to and resources around child care that is high quality and affordable.</i>				
Connection To Other Units:					
FTES and Expenditures	<i>In the table below, please outline what the TOTAL funds (requested PRF + unit match) would buy. Please add lines as needed.</i>				
Job Title	FTE	Total Yearly Cost	Amt covered by unit	Amt covered by PRF	
Director, WorkLife and Childcare Development	1	162,264	0%	162,264	Total Yearly Cost is based upon a full-time after merit (4%) annual salary of \$122,556, plus 32.4% benefits rate. This position has been funded centrally with temporary funds from January 2015 through December 2017. This request is to continue the funding for this critical position. (FY18 funding is needed for January-June 2018. Using the FY17 benefits load rate, salaries/benefits for those six months would be \$81,132.)
Other Expenditures	n/a	Total Yearly Cost	Amt covered by unit	Amt covered by PRF	
<i>(e.g. goods & services)</i>		<i>(e.g. \$10,000)</i>	<i>(e.g. 50%, \$5,000)</i>	<i>(e.g. \$5,000)</i>	
Operations, Travel, Supplies, etc.			7,001		

NOTE: During the FY17 budget allocation process, FY18 funding has been awarded for:

CT209-07652

The Whole U operations funding (2 years beginning FY2017) - \$300,000

CT209-07691

Salary increases for HR Consultants (2 years beginning FY2017) - \$61,955

CT209-06925

Salary and benefits for Director for Child Care Development and Access (3 years beginning January 2015)