



UNIVERSITY of WASHINGTON

FY2021 Annual Review Narrative Survey

Unit Name: UW Human Resources (UWHR)

Programmatic & Academic Vitality Narratives

- 1) Have you made any changes to your unit's annual budget development process from the response provided last year? If yes, please briefly describe the changes you've made to your unit's annual internal budget development process. If no, please answer with a simple, "no changes." *Word Limit: 500*

No changes.

<OPB insert FY 20 response below>

UW Human Resources permanent budget is mainly dedicated to employee salaries and their direct expenses (basic services, supplies, training, etc.). Each year, UWHR recalculates any change to FTE and redistributes permanent funds accordingly across our units. Working with all UWHR unit leads, the business and finance director identifies business needs that have associated expenses for the coming year. The vice president and business and finance director then evaluate which priorities to approve and determine how they can be funded – usually through UWHR's carryover from prior fiscal years, seeking central funding for items affecting the UW community, or collaborating with other UW departments.

- 2) Have you made any changes to your unit's strategic plan in the past year? If yes, what are 3-5 key elements of your unit's new/revised strategic plan? If no, please comment on the progress you've made in 3-5 key areas of your strategic plan. *Word Limit: 500*

UWHR's strategic focuses are refined for FY21 based on our FY20 progress and leadership guidance.

Workforce Planning: Driven by OLT's partnership in this important effort, the UW Workforce Planning Initiative for staff is now a collaborative, multi-year effort to ensure that our workforce is well positioned to support the needs of the University's short- and long-term strategic objectives. This initiative complements the Diversity Blueprint and its goals to attract and retain a diverse workforce.

Workforce planning requires an analysis of current staffing models, processes, policies and programs to assess strengths and gaps at the enterprise and department level. The purposeful practice of workforce planning relies on data, metrics and leadership inputs to understand current and future state of the skills required by UW staff and advanced decision-support tools to help maximize UW's human capital.

While OLT is still in the process of refining priorities, the following efforts are currently prioritized within UWHR to react to immediate recruitment and retention challenges.

- Developing a proposal to implement and operationalize the Workday recruiting module and sunset UWHIRES
- Hiring a senior data analyst to work with our diversity recruiter on analyzing staff recruitment challenges and opportunities
- Partnering with UMAC on an employment branding campaign
- Launching retention interviews resources
- Continuing succession planning conversations at org leader level
- Using temporary funds to pilot products that expand UW's employment reach, such as Glassdoor, etc.
- Producing a series of peer comparisons on recruitment, retention and benefits practices



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Labor Relations: Labor Relations remains a strategic priority for FY21. The team has new leadership and is currently refining its staffing model to support three new contracts/bargaining units resulting from the NW Hospital integration and will begin bargaining with SEIU 925 on UW's first contract that covers a significant number of employees and position types previously part of the Professional Staff Program.

Current and future tactics required to mitigate risks in an environment where budgets do not allow for financial incentives include:

- Continued focus on contract harmonization to enhance efficiency and effectiveness
- Continued effort to define and improve escalation process to ensure leadership stays informed and decision paths are clear to all stakeholders
- Continued effort to reshape union relationships into a partnership that can focus on solutions together through enhanced communications with union leadership to ensure they are more informed of university and medical center priorities

Building HR Skills for Tomorrow: Reshaping UWHR to be more proactive, consultative, and valuable to leadership, clients, and our employee population continues to be a key focus in FY21 as we look to build an HR organization that is innovative, solutions-orientated, and accountable. With only 99 UWHR staff funded to support the academy, we also seek to continue to build strong and productive relationships between central HR and the hundreds of staff members in HR roles embedded in our schools, colleges and departments.

- Launch and manage an HR Community of Practice to support clients and holistically engage HR practitioners in improving relationships and understanding of HR practices and challenges that are common across the academy
- Continue programs like the HR/ISC Administrators Forum and the Tri-campus HR Institute providing HR practitioners across all campuses and medical centers to collaborate, share expertise, and build best practice
- Grow the Organizational Excellence program which benefits academic departments with low cost organizational development expertise with refreshed programming focused on mentoring (effort aligns with client input)

- 3) What major obstacles or institutional barriers currently do, or will, hinder execution of your strategic plan? What are you doing to address these challenges? If no changes from your response to either component of this question from last year, please answer "no changes": *Word Limit: 250*

No change.

<OPB insert FY 20 response below>

With salary compression, the rising cost of living in Seattle, and greater competition in hiring and retaining staff, UWHR is focused on developing and delivering recruitment, retention solutions scalable across the institution. This is not an emergent issue, but one that has been growing increasingly worrisome as Seattle has boomed. In response, The Whole U was launched in 2014 and has proven successful in blending employee engagement, community building and wellness. In December 2017, UWHR reorganized to bring a more holistic focus to talent management and has since enhanced the employment process and delivery of services to hiring managers.

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Serving our institution's workforce of approximately 45,000 paid employees and operating in an increasingly complex regulatory environment, UWHR excels at ensuring people and pay practices are compliant and University risk is minimized. This is the same work that often competes with strategic goals as we have little to no control on when new legislation is enacted, when a department decides it must take on a large-scale reorganization, when a union decides to take large-scale labor actions, etc.

Emergent priorities that UWHR must respond to often require the expertise of senior UWHR staff who are already fully deployed. Staffing unanticipated and most often highly complex and sensitive work while leading progress on strategic initiatives is an ongoing challenge area. It is often difficult for us to balance what must be done with what should be done when there is little flexibility to deploy additional resources.

- 4) Over the next year, could any of your planned strategic activities result in material changes to revenues or expenditures, faculty or staff workload, or the student experience within your unit/campus and/or another unit/campus? *Word Limit: 500*

In the coming year UWHR's planned strategic activities pose only minor workload impacts for staff taking advantage of new trainings and resources related to workforce planning, understanding collective bargaining agreements and building HR acumen. Significant institutional investment will be required for enterprise-wide systems for recruitment and learning management which we should begin planning for.

- 5) What is your unit doing to effectively use or redeploy resources in a way that benefits your unit/campus and/or other units/campuses? *Word Limit: 500*

UWHR's has effectively used FY20 Provost reinvestment funds to support four new positions with broad benefit to the UW community: a diversity recruiter, a violence prevention & response specialist within SafeCampus; a labor relations negotiator dedicated to managing union relationships for academic; and a work-life manager focused on supporting childcare, eldercare and affordable housing.

We are using carryover funding for the salaries and benefits of several other positions critical to strategic initiatives and compliance:

- Two fiscal business analysts deployed to reconcile benefits general ledgers/integration issues that arose from the implementation of Workday
- Senior policy & legislation analyst to support institution-wide state and federal policy changes
- HRBAIS project manager responsible for special projects and HRBAIS initiatives
- Workforce analyst to support efforts tied with workforce planning and the UW's Diversity Blueprint
- Workforce specialist to develop library of modern and compelling position postings
- Student & hourly employees

In addition to investing funding into positions that bring broad benefit to the University, UWHR is also actively assessing opportunities to leverage current positions and programs to enhance client service.

- In January 2020, we expanded UW Welcome Day to include new segments on diversity and inclusion and sexual harassment prevention (eliminating the need for new employees to schedule a separate training on sexual harassment prevention).
- After months of collaboration with UW experts, UWHR launched a new toolkit for transgender employees in the workplace in January 2020.



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- Later in 2020, additional client-facing improvements will be completed including a significant update to Strategic Leadership Program – Level 2 programming, the new HR community of practice launch, and a new employment branding campaign.

6) For UW student facing units, what are you doing to improve the experience and outcomes of students on your campus or in your unit? What could the University do to support your efforts? *Word Limit: 500, Leave blank if N/A*

UWHR is increasingly becoming thought of as a student-facing unit supporting students through SafeCampus, DSO, The Whole U, student employment policies, work-life programs and labor relations support for students also covered by a collective bargaining agreement. As our institution's policies and programs grow less segmented by audience (students, faculty and staff), the University should pay special attention to increasing collaboration points to ensure program delivery is efficient and not duplicative.

On a related note, UWHR is incredibly appreciative to be chosen for the Campus Internship Development Fund. The interns continue to make a significant impact within HR and have been contributing at high levels impacting the Combined Fund Drive, The Whole U, SafeCampus, diversity recruiting, and legislative analysis support.