

Human Resource Services

April 2024 Board of Regents



Presentation Overview

- Human Resource Services Organizational Structure
- Employee Concerns
- Addressing Concerns
- Questions







HRS Organizational Structure

HRS Leadership



Theresa Elliot-Cheslek Vice President and Chief Human Resource Officer



Jennifer Klein Senior Associate Vice President, Employment Services and Modernization HCM



Kendra Hsieh Director, Disability Services and Labor Relations Officer



Ann Monroe Director, Benefit Services



Lisa Neal Director, Employee Records and Compliance

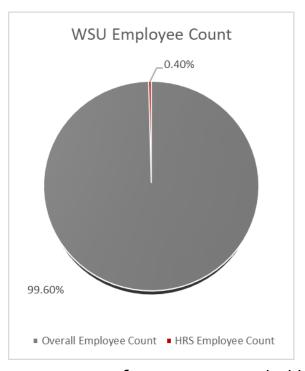


Jaide Wilhelm Executive Assistant and Administrative Manager

Human Resource Services Staffing 58.25 Overall FTE *Does not include Modernization HCM	Headcount by Unit	
Administration Office, Fiscal and Personnel Administration; Employee Recognition	Unit Count: 5.0 FTE	
Benefits Medical, Dental, Wellness, Retirement	Unit Count: 7.0 FTE	
Disability Services Family & Medical Leaves, Reasonable Accommodation, Workers' Compensation, CDL alcohol and drug testing	Unit Count: 4.0 FTE	
Employee Records Compliance Personnel Processing, I-9 Compliance, Time/Leave, Non-Permanent employment, IT Administration,	Unit Count: 12.50 FTE	
 Employment Services (ES) Employee Relations Compensation Talent Acquisition Learning and Organizational Development (LOD) Executive Coaching Staff Mentoring Employee Engagement Survey 	Unit Count: 26.00 FTE Employee Relations: 18 Compensation: 2 Talent: 2 LOD: 3	7
Labor Relations Collective bargaining, Contract consultation, interpretation and administration	Unit Count: 3.75 FTE	

^{*}FTE numbers above include current vacancies

System Staffing



WSU Employee Count By Employee Type	WSU Institutional Research Data Fall 2023
Faculty	2,332
Administrative Professional	2,397
Civil Service	2,114

Best practice information provided by the College and University Professional Association for Human Resources (CUPA-HR). The CUPA-HR data indicates HRS is understaffed.

HRS Staffing Levels	HR Staff*	WSU IR Data Fall 2023	CUPA Ratio	WSU Ratio
HR Staff to Administrative Professional/Civil Service	56	4,511	2	1.2
HR Staff to Faculty	56	2,332	3	2.4



HR Staff includes all units reporting to the VP/CHRO except HCM Modernization and ITS support as they are not included in CUPA Data for calculating ratios.





Biannual Employee Engagement Survey

2023 Employee Engagement Survey

- Conducted March 29 April 12, 2023
- 40% Overall Response Rate
 - o 27.4% from faculty,
 - 43.2% from administrative professional
 - 29.4% from civil service
- 62.9% of respondents often or always satisfied at work

Areas of Concern/Identified Risks

Recruitment/Retention (workloads/staffing)

Compensation

Flexible Scheduling/Remote Work

Wellness and Benefits

Professional Development

Leadership

Annual Reviews

Parking

Culture and Safety

Athletics

Childcare



Recruitment/Retention

- Hired Talent Acquisition Manager
- Enhancements to Outreach and Onboarding



Bonnie Wilmoth Talent Acquisition Manager



@CareersWSU



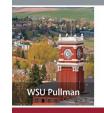
@WSUCareers



@CareersWSU

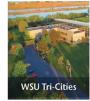


















2023 Recruitment Data

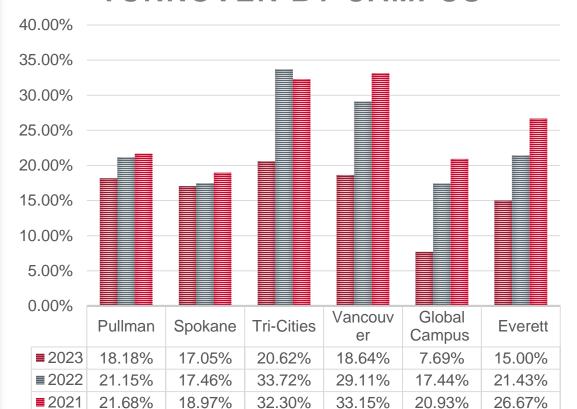


- Participated in 14 Career Fair/events across Washington, Oregon and Idaho.
- Initiated 1,987 faculty and staff recruitments in Workday.
- Received over 20,000 applications.
- Using social media to build employer recognition and source candidates.

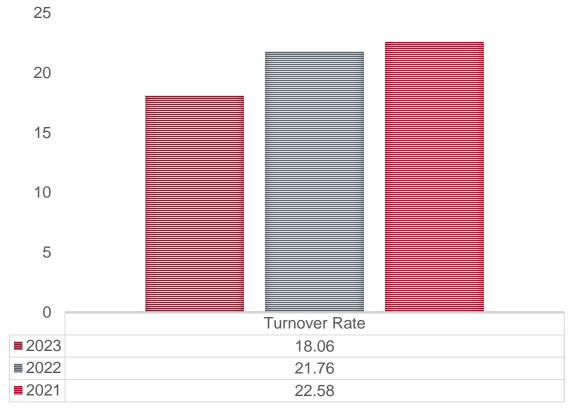
Employee Turnover

Workday Data

TURNOVER BY CAMPUS



SYSTEM WIDE TURN OVER





Compensation

- Civil Service Compensation Engage with OFM on special pay and targeted range changes
- Administrative Professional Compensation Implemented AP Compensation Structure, May 2022
- Wage Compression



Melissa DiNoto Compensation Manager

Career Ladders

- Improved resources and information to provide transparency of compensation processes
 - Including the creation of job related journeys to allow for targeted career readiness for available advancement opportunities

Flexible Scheduling

- Provide guidance and assistance to areas on options available
- Review employee concerns



Annual Reviews

Wellness Program

- Provide resources and trainings through internal and external resources
- Utilize the state Employee Assistance Program and SmartHealth Program
- Utilize WellCoug Champions Network
- Access to recreational facilities through <u>Active&Fit program</u>
- Encourage flexibility in the workplace

Benefits

- Assist 6,700+ benefit-eligible employees
- Comprehensive benefits package and information
- Retirement and financial assistance through TIAA and DRS retirement plans, BECU financial services and EAP
- <u>Total Compensation Information</u>
- Provide education on medical savings plans, home and auto insurance, commuter benefits, WACares program, Public Service Loan Forgiveness, and awareness of state and federal programs





Learning and Organizational Development

Employee Engagement Survey

Action Plans

Increased Professional Development

- Elevating Cougs Conference
- Bite-size Book Club
- Staff Mentoring

Leadership Development

- System Leadership Collaborative
 - Strategic Leadership Presentations
 - Executive 360 Reviews
 - Executive Coaching
- Campus Leadership
 - Leader of Leaders



Laura Hamilton
Learning and
Organizational
Development Manager





Strategic Plan

WSU Strategic Plan

Goal 4 INSTITUTIONAL EFFECTIVENESS AND INFRASTRUCTURE

Faculty and staff at all locations across the WSU system will feel inspired, engaged, and supported by the institution as a whole and by each other. New faculty and staff looking for employment will seek to join the university, and the satisfaction level of existing faculty and staff will reach unprecedented levels due to improved salaries and additional opportunities for professional development and training.

- Faculty and staff feel inspired, engaged, and supported
- New faculty and staff will seek to join the university, and the satisfaction level of existing faculty and staff will reach unprecedented levels
- Institutional Effectiveness and Infrastructure Advance and enhance programs focused on hiring and retaining diverse faculty and staff



Resources and Information

- HRS Website
- 2023 Year in Review
- Employee Recognition Program
- Employee Engagement Survey
- HR Source Monthly Newsletter
- Learning and Organizational Development
- Employee Wellbeing
- Workday Digest Monthly Newsletter
- Employee Exit Survey
- WSU Strategic Plan
- WSU NWCCU Accreditation







Questions?













Other Information





Human Resource Services Org Chart - At a Glance

Theresa Elliot-Chelsek VP/Chief Human Resource Officer

Jennifer Klein Sr. AVP - Modernization Ann Monroe Director - Benefits Jennifer Klein Sr. AVP - Employment Services Lisa Neal Director - Records Kendra Hsieh Jaide Wilhelm Director- LR/DS Exec Assist, & Admin, Manager

HCM- Modernization

Streamlines university functions through the implementation of enterprise software (Workday) for human resources, payroll and finance. Core Human Resource functions include: absence management, benefits administration, compensation, position description and recruitment management, position management, and time and leave administration.

Benefit Services

Responsible for implementing and overseeing a host of systemwide benefits related programs and services including benefits and retirement administration. Serves as primary contact to the Health Care Authority (HCA), Department of Retirement Systems (DRS), TIAA and the various benefit vendors. Responsible for ensuring WSU benefits and retirement programs are in compliance with state and federal regulations, including the Affordable Care Act (ACA) and 403b programs.

Employment Services

Responsible for classification/compensation, talent acquisition, learning and organizational development and employee relations. Employment Services (ES) is responsible for providing consultation and guidance to executive leadership, managers, supervisors, and employees in compliance with applicable laws, policies, rules, regulations, and procedures. ES assists colleges/areas in strategic planning in key HR areas, as well as oversees the WSU Employee Engagement and Exit Survey programs. programs.

Records, Compliance and Information Technology

Responsible for providing system-wide administration of personnel information For Administration professional, Classified, Faculty, Hourly workers, Graduate Students. Ensures Compliance with state and federal laws, such as 1-9 processing.

Labor Relations

Responsible for negotiating and administrating WSU's Collective Bargaining Agreements Providing labor relations services to leadership Manages the relationship between WSU bargaining units and associated Unions Responsible for ensuring program compliance with state and federal labor

relations laws and rules

Disability Services

Responsible for overseeing and providing system-wide disability and leave related programs medical and shared leaves long-term disability claims reasonable accommodations workers' compensation mandated drug and alcohol testing Responsible for compliance with state and federal laws and rules for associated programs.

Administration

Responsible for triaging all inquires received through the front desk via phone, email and in-person visits. Responsible for WSU Employee Recognition Programs, including length of service, Crimson Spirit Award, President's Excellence Award, Annual Quarter Century Club Breakfast, and the Annual Employee Recognition Reception.



HRS provides comprehensive human resources to the faculty and staff of WSU system-wide.

Services include but are not limited to:

- Benefits and Wellness
- Classification/Compensation
- Compliance with Federal/State Regulations
- Disability Services
- Employee and Labor Relations
- Employee Records
- Human Capital Management
- Learning and Organizational Development
- Talent Acquisition



Employee Recognition Program

- 2023 Employee Recognition
 - 879 Length of Service recognition
 - 69 25-year milestone and induction into the Quarter Century Club
 - 12 employees received the Crimson Spirit Award
- System-wide Employee Recognition Reception simultaneously live streamed at 8 WSU locations with over 350 participants



HRS in Action

WSU HRS is Active in State of Washingon and National Professional Organizations

- HRS leads annual Eastside Higher Ed HR Collaborative including Community Colleges of Spokane, CWU, EWU, Gonzaga, Whitworth, and Big Bend Community College
- · Ann Monroe, Appointed to PEBB Review Board
- Sharon Games and Laura Hamilton serve on WA State CUPA-HR Board (WSU has had representation and been actively involved with State Chapter for 10+ years)
- Bonnie Wilmoth, Appointed to National Higher Education Recruitment Consortium Board
- · Teddi Phares, Appointed to CUPA Western Region Board
- · Theresa Elliot-Cheslek, served on National CUPA-HR Board
- Laura Hamilton and Paul Fleming McCullagh presenting at National CUPA-HR Conference - April 2024















