



UNIVERSITY of WASHINGTON

FY2020 Annual Review Narrative Response for: **205 - Human Resources**Communication with Stakeholders

- 1) Please briefly describe your campus's annual internal budget development process. *Question Type: Free Text, Word Limit: 500, Required For: All Units*

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) What are 3-5 key elements of your campus's current strategic plan? *Question Type: Free Text, Word Limit: 500, Required For: All Units*

Workforce Planning: Prepare for the workforce of tomorrow by ensuring workforce management practices allow for data-driven forecasting and decision making, HR processes are streamlined and efficient, and recruitment, retention and labor relations issues are actively addressed. This workforce planning initiative complements the Diversity Blueprint and its goals to attract and retain a diverse workforce. This cross-functional effort requires consistent and reliable employee demographic data; the ability to capture information about individual competency levels and organizational standards about competencies and competency ratings; business/data analysis expertise; knowledge of predictive modeling, demographics, employment trends; and the understanding of thousands of different job classifications at the UW.

UWHR is taking a phased approach so that lower cost activities are implemented while systems requests are in process: Implementing a campus-wide talent management strategy to stabilize and enhance the current state while providing flexibility to respond to organizational needs and priorities as they evolve Hiring a senior data analyst and diversity recruiter Ensuring managers have the resources they need to encourage retention of key performers, including new emphasis on “retention interviewing” Continued succession planning conversations at org leader level Advocating for campus’s first learning management system (LMS)—an essential component in the development of succession planning, leadership development and retention and performance management strategies Monitoring Workday’s improvements to their recruitment tools as the future replacement to UWHIRES

Labor Relations: This strategic priority is as important as it is difficult with unions increasing their efforts to grow their memberships and prove value as the results of the current political environment and the Supreme Court’s Janus decision. In addition, the Northwest Hospital and UW Physicians integration will result in Labor Relations conducting ongoing negotiations to consolidate bargaining units so that UW Medicine can deploy its workforce effectively. Current and future tactics required to mitigate risks in an environment where budgets do not allow for financial incentives include: Recruited and filled the newly funded negotiator Request an operations & contract implementation specialist position to manage increased workload related increased contract management and information requests 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 is a key focus as we look to build an HR organization that is innovative, solutions-orientated, and accountable. With only 150 staff in UWHR, but hundreds in HR roles embedded in our schools, colleges and departments, we also seek to define and drive career development programs and pathways for HR practitioners across the institution. Develop model for migrating HR specialists’ value to consultative and advisory role 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, build best practice and build community



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- 3) What major obstacles or institutional barriers currently do, or likely will, hinder execution of your strategic plan? What are you doing to address these challenges? *Question Type: Free Text, Word Limit: 500, Required For: All Units*

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. 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 campus and/or another unit/campus? *Question Type: Free Text, Word Limit: 500, Required For: All Units*

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 resources in a way that benefits your campus and/or other units/campuses? *Question Type: Free Text, Word Limit: 500, Required For: UWB, UWT, UWS Administrative Units*

From course evaluation and program specific surveys, we know employees value many HR programs and services that they see as a "benefit" of working at UW. From Welcome Day (new employee orientation) to career development courses, to The Whole U, and childcare options, most employees give high marks to programs which provide a personal benefit. Here are the programs and practices we are particularly proud of and that are highly valued by employees, award winning, and have been replicated by peer institutions:

- SafeCampus
- Disability accommodation
- Strategic Leadership Program
- Quarterly courses and certificate programs
- Consulting Alliance
- The Leading Edge Leadership coaching
- Welcome Day (new employee orientation)
- The Whole U
- The Combined Fund Drive
- Distinguished Staff Awards T
- horud Leadership Awards



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- Child care access
- Tuition exemption program

6) What are you doing to improve the experience and outcomes of students on your campus? What could the University do to support your efforts? *Question Type: Free Text, Word Limit: 500, Required For: UWB, UWT, UWS Academic Units, UAA, Graduate School*

Not Applicable