Administrative Unit Name: HUMAN RESOURCES

1. One goal of the budget development process for administrative units this year is to provide greater understanding of the connection between resource use and the primary, or core function by each part of the administrative structure. To begin, please paste a copy of your organization chart here. Please provide a chart that reflects the diversity of the organization and will serve as a sensible platform to complete the next question.

Because administrative units have a month and a half to complete this work, unit leadership should use their discretion in providing a level of detail that prompts a rich conversation, but is not overly burdensome.

Please see attached.

2. In order to provide a snapshot of current activities, the distribution of resources across various functions and how much these activities contribute to the University's mission, please provide information about the functional areas, or departments, of your organization.

At a level of granularity that reflects your organization's chart or if no chart exists, the functional areas of your organization, **please provide the following information for each functional area via the "FY15 Expenditures Worksheet" tab of the "Worksheets and Reference Materials – Administrative" Excel workbook**, available here: https://opb.washington.edu/sites/default/files/opb/Budget/Worksheets_and_Reference_Materials_Administrative.xlsx **.**

a) A description *not to exceed 200 words* of how each functional area contributes to the University's research, service and teaching missions and what risks the University would face if this work were no longer funded[1]; and,

b) Planned expenditures, by functional area, showing how your unit intends to spend *permanent ABB funds*, as well as (if applicable to your unit) funds derived from self-sustaining efforts, grants and contracts, and philanthropy, and other funds during FY15.

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 FY15, etc.

Please see the example "Admin Template - Planning & Budgeting Draft" posted at the FY16 Budget Development web page: http://opb.washington.edu/content/fy16-budget-development.

[1] Please refer to the FY16 Budget Development web page at http://opb.washington.edu/content/fy16-budget-development for more information about the University's Sustainable Academic Business Plan goals and top institutional risks.

3. In less than 200 words, please describe how you envision adapting your unit and its organization to meet changing institutional needs in the coming fiscal year. Please integrate self-sustaining, grant & contract, and philanthropic sources of funding (if applicable to your unit) and describe how these sources are marshalled to subsidize your activities.

The implementation of the University's first enterprise-wide HR system will profoundly change HR/Payroll business processes and transactions, apply system controls to support compliance, and enable first-time access to much richer information about our workforce.

UWHR expects certain aspects of our current work to change dramatically, as staff in some areas are able to shift focus from manual transactions and quality assurance to more strategic advice, analysis, and problem solving partnerships with our customers. In preparation for this change, HR will be designing individual and organizational development plans to support the expanded emphasis on consulting and analysis work.

We recognize that the December 2015 launch of the new system is the beginning, not the end, of the UW's experience with planning and managing system changes. We know from others' experience in implementing Workday, that UWHR and the institution as a whole, must build capacity to successfully sustain an elevated level of ongoing change.

We are certain that the system will significantly shift UWHR's involvement in manual transactions and compliance, but how and who absorbs new work created by the system remains uncertain. We would like an opportunity to revisit this question as the Workday service model is developed and the project moves closer to deployment.

4. In one paragraph or less, please assess the functional and financial health of your unit since FY09 (e.g. deficits, workforce capacity, declining grants or gifts).

We have been able to successfully rebuild UWHR following the budget-related reductions beginning in FY 09 through process improvements, automation projects, and the strategic use of temporary funds for mission-critical positions. Over time, we have been able to move all but 6.5 FTE to permanent funding. Of the remaining 6.5 positions, five are new positions created in 2013-14 to support The Whole U. While we don't project significant growth in UWHR staffing (with the caveat of the Workday service model still being determined), we are eager to move positions funded on temporary monies to permanently funded positions.

5. In the event that neither state funds nor additional Provost Reinvestment is available for compensation increases, how might your unit cover salary increases for positions budgeted in GOF and DOF budgets? Please refer to the FY16 Budget Development web page at http://opb.washington.edu/content/fy16-budget-development.

The expected amount of the FY16 GOF & DOF salary and benefit increases for UWHR is $352,124. If required to cover these increases from our current funding, we could do so for the short term by allocating a portion of our operations funds to the increases and supplementing them with temporary funds currently allocated for key activities as outlined in the Carryover Worksheet – Detail. The difficulty in this approach is that UWHR operations funding is limited and temporary funds are not ongoing.

To cover salary increases for positions budgeted in GOF and DOF would require HR to divert using its temporary money to fund employee-focused programs and initiatives that differentiate UW as employer. With the economy picking up, people have more choices about where to work. HR's strategic use of temporary money for programs like The Whole U is directly related to our success in attracting, recruiting, and retaining the very best employees, and in the Chronicle of Higher Education's rankings of UW as best place to work. If we were to have to divert temporary funds to salary increases, Whole U programming will be significantly impacted.

6. This summer, the UW has been the sole subject of a state-required audit of net operating fee (tuition) and local fund accounts. This audit has revealed the importance of monitoring expenditures against budgets on a biennial basis, ensuring that colleges, schools and administrative units have plans to spend fund balance in a reasonable and mission-driven manner and that these plans are acted upon. As such, we are piloting a new administrative carryover policy for the FY16 budget process, though we will employ draft carryover data in executing this pilot.

In completing this work, please do the following, using the **"Carryover Worksheet – Detail" tab of the** "**Worksheets and Reference Materials – Administrative" Excel workbook**, which is provided at the following web page: https://opb.washington.edu/sites/default/files/opb/Budget/Worksheets_and_Reference_Materials_Administrative.xlsx.

1. **Units may reserve up to 10 percent of their permanent ABB base (GOF and DOF ONLY).** Units may hold up to 10 percent of their permanent base as an emergency reserve. This reserve will be calculated annually and derived from the previous June/July's ABB base budget information to units. These figures are provided on the last two tabs of the "**Worksheets and Reference Materials – Administrative" Excel workbook**.
2. **Set-aside "central" commitments from the reserve.** For this purpose, central commitments are defined as those allocated or approved by President, Provost, and/or OPB on behalf of the Provost which have not been fully expended. A list of these commitments is available from OPB in the event your unit should need assistance. The list would come from OPB's commitments database. If additional commitments are not reflected in OPB's database please send the information to Amy Floit in OPB.
3. **Explain any remaining temporary carryover balance by providing a list of intended use(s)/purpose(s) (i.e. a spending plan).** These would be differentiated according to intended use along the following lines:
   a. Permanent expenditures funded with temporary funds;
   b. Possible multi-year commitments; and,
   c. Immediate, current year use.

7. Though we believe that few, if any, state funds will be available and that any new Provost Funds may be dispatched for mitigating cuts or providing salary increases, please indicate what **Provost Reinvestment Funds are being requested**. Requests for funds should be identified by a unique title, accompanied by the amount requested, the year funding is requested, whether the request is for permanent or temporary funds, the number of years funding is needed in the case of a temporary request and a brief description, not to exceed 500 words. **Successful requests will make meaningful contributions to institutional strategic plans, drive student support and student service missions, and correlate directly to the long-term financial health of the University or its efforts to mitigate institutional risk**. [2]

Importantly, requests for new funding will be considered alongside carryover spending plans. Administrative units with growing temporary fund balances will be asked to explain why new funding is needed to support mission-critical program enhancements.

1. Title	**Funding**	**FY**	**P/T**	**Years Needed (If Temp)**	**DOF Requested (Y/N)**
The Whole U	$735,947	FY17	P		N

Through The Whole U, UWHR has been able to create a new model for engaging faculty and staff in higher education. The Whole U allows faculty and staff to connect to the resources and experts that make our institution world class, but even more importantly it empowers employees to connect to one another. A strong sense of community helps us retain our best employees, develop effective teams, and turn our workforce into brand ambassadors in their everyday lives.

UW Human Resources incubated the development of The Whole U using temporary money in FY14 and can continue to do so through FY16. From launch through September 2014, Whole U program and events have had over 10,000 faculty and staff participants. We are excited by the level of interest in the program so far and expect to increase participation to 20,000 in 2015. Providing permanent funding for The Whole U beginning in FY17 would allow the program to continue to grow and truly become part of the UW culture.

[2] Please refer to the FY16 Budget Development web page at http://opb.washington.edu/content/fy16-budget-development for more information about the University's Sustainable Academic Business Plan goals and top institutional risks.

Human Resources organization chart

HUMAN RESOURCES

Vice President for Human Resources
Mindy Kornberg mindyk@uw.edu 685-4730

Assistant to the Vice President for Human Resources
Paola Quinones Rios

BENEFITS

Executive Director
Kathleen Dwyer
kdwyer@uw.edu
543-2812

- New employee benefits orientation
- Retirement plan design, compliance, and administration
- Health and Welfare plans eligibility and administration
- Tax-deferred savings programs
- Dependent Care Assistance/Flex spending Programs
- Wellness
- Benefits payroll administration
- Workplace giving

COMPENSATION

Executive Director
Shelley Middlebrooks
shelleym@uw.edu
543-2297

- Federal and state wage and hour compliance
- Salary policy administration—professional and classified staff
- Delegated authority to exempt positions to Professional Staff
- Professional staff temporary pay adjustments
- Retention—competitive offers
- Job evaluation and classification
- Salary policy and market survey analysis

HR ADMINISTRATION & INFORMATION SYSTEMS

Assoc. Vice President
Elizabeth Coveney
econ@uw.edu
543-2815

- HR business and finance
- UW HR policy development
- Information management and reporting
- UWHIRES system administration
- Disability Services Office
- Violence Prevention and Response Program

LABOR RELATIONS

Asst. Vice President
Peter Denis
denisjp@uw.edu
616-3564

- Labor relations strategy planning
- Labor contract negotiations
- Management training and communications
- Contract administration and interpretation
- Grievance administration and dispute resolution

MARKETING, COMMUNICATIONS & ENGAGEMENT

Director
Kimberly Mishra
kmishra@uw.edu
685-3845

- Communications strategy and support
- Web development and maintenance
- Marketing and design
- The Whole U: engagement, community building, wellness
- Distinguished Staff Awards
- Thorud Leadership Award

CAMPUS HR OPERATIONS

Asst. Vice President
Erin Rice
efrice@uw.edu
897-1670

- Recruitment and workforce planning
- Employment process—classified, professional, and temporary staffing
- Employee relations: performance management, disability accommodation, leave administration, conflict resolution, corrective action, employee separations, reorganizations and layoffs
- UTemp Staffing Program

UW MEDICINE HR OPERATIONS

Asst. Vice President
Nicki McCraw
nmccraw@uw.edu
598-9307

- Recruitment and workforce planning
- Employment process—classified, professional, and temporary staffing
- Employee relations: performance management, disability accommodation, leave administration, conflict resolution, corrective action, employee separations, reorganizations and layoffs
- Organization Development & Training
- Medical Centers Workforce Management System

PROFESSIONAL & ORGANIZATIONAL DEVELOPMENT

Director
Ujima Donalson
ujima@uw.edu
685-4565

- Training program planning and delivery
- Faculty grants management
- Strategic Leadership Program
- Leadership and staff development processes
- Organizational development consulting: team building, change management, conflict resolution, coaching, strategic planning
- Career development coaching
- Employee Assistance Program (UW CareLink)
- Childcare contract administration

Revised 7/2014

FY15 Administrative Expenditures by Functional Area

At a level of granularity that reflects your organization's chart or, if no chart exists, the functional areas of your organization, please provide the following information for each functional area using the template(s) below:

a) A description not to exceed 200 words of how each functional area contributes to the University's research, service and teaching missions and what risks the University would face if this work were no longer funded[1].

b) Planned expenditures, by functional area, of how your unit intends to spend permanent ABB funds, as well as (if applicable to your unit) funds derived from self-sustaining efforts, grants and contracts, and philanthropy, and other funds during FY15.

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 FY15, etc. Please see the example "Admin Template - Planning & Budgeting Draft," which is provided at:
http://opb.washington.edu/content/fy16-budget-development

[1] Please refer to the webpage above for more information about the Sustainable Academic Business Plan goals and top institutional risks

Name of area: Office of the Vice President for Human Resources

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, HR Marketing, Communications, & Engagement, 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.

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.

Fund Source	FY15 FTE	FY15 Planned Annual Expenditures (in $)	
		Salaries/Benefits	Other
ABB Funds (GOF, DOF-ICR, DOF-LFA)	2.00	$ 531,222	$ 19,050
Self-Sustaining Funds (BT 10, 11)			
Grants & Contracts (BT 05)			
Philanthropy, or Gifts & Discretionary (BT 06)			$ 1,500
Total	**2.00**	**$ 531,222**	**$ 20,550**

BT = Budget Type

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 UWellness and the Combined Fund Drive.

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.

Fund Source	FY15 FTE	FY15 Planned Annual Expenditures (in $)	
		Salaries/Benefits	Other

ABB Funds (GOF, DOF-ICR, DOF-LFA)	18.00	$ 1,343,608	$ 61,649
Self-Sustaining Funds (BT 10, 11)			
Grants & Contracts (BT 05)			
Philanthropy, or Gifts & Discretionary (BT 06)			
Total	**18.00**	**$ 1,343,608**	**$ 61,649**

BT = Budget Type

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.

Fund Source	FY15 FTE	FY15 Planned Annual Expenditures (in $)	
		Salaries/Benefits	Other
ABB Funds (GOF, DOF-ICR, DOF-LFA)	8.00	$ 934,503	$ 47,295
Self-Sustaining Funds (BT 10, 11)	3.00		
Grants & Contracts (BT 05)			
Philanthropy, or Gifts & Discretionary (BT 06)			
Total	**11.00**	**$ 934,503**	**$ 47,295**

BT = Budget Type

Name of area: HR Administration and Information Systems (Includes Disability Services Office; HR Information Systems; and Violence Prevention and Response Program)

HR Administration & Information Systems administers core business functions including departmental budget planning and analysis; human resource policy development; and UWHR information systems planning, development, and integration. Unit staff facilitate the development and launch of a variety of special projects and new initiatives, including serving as the coordinating unit on the implementation of the HR/Payroll Modernization Project.

HR Administration & Information Systems contributes to the mission of the University by providing expertise on policy interpretation and implementation and critical business support services. Defunding HR Administration & Information Systems would create significant regulatory compliance risk.

Note: The 1.0 FTE that is listed under Self-Sustaining Funds is paid by the medical centers and recharged to a budget under org code 3-12. The other .12 FTE is funded by UTemp Staffing Program. Included the salary/benefits for the .12 FTE since it is paid within UWHR's org code.

Fund Source	FY15 FTE	FY15 Planned Annual Expenditures (in $)	
		Salaries/Benefits	Other
ABB Funds (GOF, DOF-ICR, DOF-LFA)	19.50	$ 2,354,035	$ 99,537
Self-Sustaining Funds (BT 10, 11)	1.12	$ 11,738	
Grants & Contracts (BT 05)			
Philanthropy, or Gifts & Discretionary (BT 06)			
Total	**20.62**	**$ 2,365,773**	**$ 99,537**

BT = Budget Type

Name of area: Labor Relations

Labor Relations is responsible for collective bargaining, contract interpretation and consultation, grievance administration, labor mediation and arbitration, union shop monitoring, management training, labor/management relationship building and strategy.

Labor Relations contributes to the mission of the University by negotiating contracts that are competitive and fair for our employees, which build a strong foundation for long-term working relationships with our unions, and which position the University for a successful future of achievement, innovation, and teamwork. Defunding Labor Relations would create significant regulatory compliance risk and destabilize our labor environment that is growing in complexity with eight unions, 27 bargaining units, and 10 contracts covering 17,190 employees.

Note: The 2.35 FTE listed under Self-Sustaining Funds are paid by the medical centers on a budget under org code 3-12.

Fund Source	**FY15 FTE**	**FY15 Planned Annual Expenditures (in $)**	
		Salaries/Benefits	**Other**
ABB Funds (GOF, DOF-ICR, DOF-LFA)	8.00	$ 961,491	$ 27,814
Self-Sustaining Funds (BT 10, 11)	2.35		
Grants & Contracts (BT 05)			
Philanthropy, or Gifts & Discretionary (BT 06)			
Total	**10.35**	**$ 961,491**	**$ 27,814**

BT = Budget Type

Name of area: Marketing, Communications & Engagement (MCE)

HR Marketing, Communications, & Engagement provides marketing and communications expertise, manages UWHR's websites, and administers internal recognition programs like the Distinguished Staff Awards and the Thorud Leadership Award as well as external awards like Great Colleges/Great Places to Work programs. MCE is also responsible for developing and growing The Whole U.

Marketing, Communications, & Engagement contributes to the mission of the University by ensuring that UWHR information is easy to find and easy to understand, celebrating faculty and staff, and recognizing their accomplishments. Defunding Marketing, Communications, & Engagement would impact morale and create customer service issues for the University.

Fund Source	**FY15 FTE**	**FY15 Planned Annual Expenditures (in $)**	
		Salaries/Benefits	**Other**
ABB Funds (GOF, DOF-ICR, DOF-LFA)	6.00	$ 541,121	$ 58,769
Self-Sustaining Funds (BT 10, 11)			
Grants & Contracts (BT 05)			
Philanthropy, or Gifts & Discretionary (BT 06)			
Total	**6.00**	**$ 541,121**	**$ 58,769**

BT = Budget Type

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 95.05 FTE listed under Self-Sustaining Funds - UTemp Staffing Program, 91.22 FTE (based on FY14 amounts) are temporary hourly staff that work outside of HR in our client departments. The remaining 3.83 FTE are HR staff responsible for running UTemp Staffing Program. The vast majority of the UTemp salaries and benefits listed here are paid the 91.22 FTE working in our client departments. UTemp revenue is projected to cover all of their expenditures.

Fund Source	FY15 FTE	FY15 Planned Annual Expenditures (in $)	
		Salaries/Benefits	Other
ABB Funds (GOF, DOF-ICR, DOF-LFA)	25.80	$ 2,149,053	$ 66,955
Self-Sustaining Funds (BT 10, 11) - UTemp Staffing Program	95.05	$ 4,000,103	$ 232,037
Grants & Contracts (BT 05)			
Philanthropy, or Gifts & Discretionary (BT 06)			
Total	**120.85**	**$ 6,149,156**	**$ 298,992**

BT = Budget Type

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 listed below because they are recharged monthly to medical centers budgets under org code 3-12. In addition to the 53 FTE listed below, the medical centers also fund positions in Compensation, HRAIS, and Labor Relations (FTE listed under those units). UW Medicine HR expenditures for operations (Other) are not listed below because they are paid directly by the medical centers.

Fund Source	FY15 FTE	FY15 Planned Annual Expenditures (in $)	
		Salaries/Benefits	Other
ABB Funds (GOF, DOF-ICR, DOF-LFA)			
Self-Sustaining Funds (BT 10, 11) - Medical Centers HR Operations	53.00		
Grants & Contracts (BT 05)			
Philanthropy, or Gifts & Discretionary (BT 06)			
Total	**53.00**	**$ -**	**$ -**

BT = Budget Type

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). *POD contributes to the mission of the University by providing pertinent and culturally specific training and consultation services. POD is 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.*

Fund Source	FY15 FTE	FY15 Planned Annual Expenditures (in $)	
		Salaries/Benefits	Other
ABB Funds (GOF, DOF-ICR, DOF-LFA)	3.85	$ 363,687	$ 49,342
Self-Sustaining Funds (BT 10, 11)	8.40	$ 552,191	$ 802,215
Grants & Contracts (BT 05)			
Philanthropy, or Gifts & Discretionary (BT 06)			
Total	**12.25**	**$ 915,878**	**$ 851,557**

BT = Budget Type

Assumptions: The HR projections are based upon the results of HR's Fiscal Year 2015 budget building exercise. We did not include temporary budget authority in this exercise.

Administrative Unit Carryover Usage Plan SUMMARY

This table will self-populate via the "Carryover Worksheet - Detail" tab

Administrative Unit Name: **Human Resources**

Estimate of Carryover Balance at "Close" of FY14: **5,155,000**

Usage Category	Amount	%
Unit's Reserve	1,031,374	17.56%
Central Commitments	415,000	7.06%
Permanent Costs & Other Projects	4,428,604	75.38%
Total	**5,874,978**	**100.00%**