

**Administrative Unit Name: UW HUMAN RESOURCES**

Please complete this Word document and the accompanying [Excel workbook](#), and submit them to the Office of Planning & Budgeting on or before **Friday, November 20**. Please email your materials to [Becka Johnson Poppe](#).

1. 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, clear priorities, increased accountabilities, and elimination of unnecessary bureaucracy and redundancies.

Within a **500 word bulleted list**, please answer both of the following questions:

- **List 3-5 things your unit is doing to align with the [TAP principles for central administrative units](#) and to create and enhance a culture of service. Please be specific.**
  - **In what ways (if any) could your unit leverage activities of other central administrative units to increase efficiency within your unit and/or to streamline activities across the UW? Are there areas of overlap between your unit and another that prompt closer collaboration?**
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- **Engaging People:** The Childcare Access Initiative, led by UWHR's Director for WorkLife Amy Hawkins, is addressing the longstanding issue of providing access to and resources around child care that is high quality and affordable. Through an infusion of several million dollars from the Provost's reinvestment funds, UW faculty, staff, and students with children will have access to a significantly improved range of child care options, including priority access at local centers, low-cost back-up and sick child care services, and new on-campus centers on the Seattle and Tacoma campus. In line with the TAP principles, the work of the initiative is being guided by a well-rounded Childcare Advisory Committee made up of stakeholders that represent faculty, staff, and student interests to advance a respectful, supportive climate for UW families to thrive.
  - **Realizing Efficiency and Effectiveness:** UW Human Resources processes approximately 225 union information requests and 100 public records requests each year. Centralizing intake, managing the triage process, and deploying a system to manage requests has enhanced response time and quality control of the information provided, while reducing the administrative burden on the Office of Public Records and HR units. Now that records are uploaded into SharePoint, questions about UWHR's submissions can easily be answered.
  - **Delivering Value:** The implementation of the University's first HR system will significantly change not only how we work in UWHR, but also how human resources practices are conducted at the department level in both academic and administrative organizations. Working with HR/P's Integrated Change Management team, UWHR is leveraging its own change management expertise and work products for the benefit of the greater University. Through this proactive collaboration, we seek to reduce duplicative efforts and increase the understanding and acceptance of uniform HR practices that will be required with Workday implementation.
  - **Imagining a More Streamlined Approach to Employee Relations:** The current approach to employee relations in which the departmental HR administrators share responsibility with UWHR on employee relations issues is inefficient, provides a complex experience for both managers and employees, and creates significant compliance risk for the University. Centralizing employee relations at least for the administrative organizations that have a mix of staff represented by multiple collective bargaining agreements would increase efficiency in resolving matters appropriately and proactively.

**2. In 200 words or fewer, please identify plans to adapt functions and services to support changing institutional needs in FY17.**

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The impacts of Workday implementation and the corresponding centralization of HR processes are expected to emerge throughout FY17 as managers and employees use the University's first enterprise-wide HR system to complete HR business processes and transactions, understand system controls that enhance and support compliance, and utilize access to much richer information about their workforce. Peer institutions using Workday caution us to count on a 12- to 24-month normalization period in which HR resources are redirected for just-in-time training and support. Following the normalization, HR staff in some areas will shift their focus from manual transactions and quality assurance to more strategic advice, analysis, and problem-solving partnerships with our customers.

Workday will bring functional and service-level changes across UWHR. The biggest functional changes will occur with compensation as paper forms and manual processes are standardized, automated, and brought online and position management is introduced. UWHR is preparing for this impact by redeploying staff expertise to the HR/P project, investing time and resources into HR's internal HR Readiness initiative that ensures HR processes that intersect with Workday will continue to properly function, and collaborating with the HR/P Project on deploying a successful operating support model.

**3. Please identify any significant obstacle(s) or challenge(s) 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.

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- The convergence of labor issues and legislative action on raising the minimum wage has heightened salary compression concerns for both academic and administrative positions.
- Proposed changes to the Fair Labor Standards Act will tighten the requirements for overtime exemptions and move more UW employees into overtime-eligible positions impacting budgets across the University.
- The University will experience new operational compliance risk with Workday implementation as units develop workarounds to avoid the best practice and standardization created by a modern HR and payroll system. In addition, we anticipate that portions of the Workday user experience will not meet our community's expectations for ease of use causing frustration and the need for additional customer service.
- 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 impacting administrative and operational positions. Ensuring the University has practices in place that allow baby boomers nearing or at retirement age to continue working along with succession planning resources that retain and grow needed expertise is critical.
- 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.

4. Though the Provost will soon be laying out requirements for FY17 merit increases, administrative units should begin to plan for a merit allocation equivalent to 90-95 percent of GOF/DOF merit pool. In other words, units should plan to receive less funding than may be necessary for a full merit increase, on average, for all GOF- and DOF-funded positions. **Please tell us how your unit plans to deploy funds for merit increases in FY17.**
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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.

5. As you may recall, in the summer of 2014, the UW was the sole subject of a state-required audit of net operating fee (tuition) and local fund accounts. The audit reinforced 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 ask that you update the carryover usage plan you submitted as part of last year's budget development process.** To do so, please **fill out the "Carryover Worksheet - Detail" tab** of the "FY17 Administrative Budget Worksheets & References" [Excel workbook](#) using:

- **The carryover plan you submitted last year, as a starting point, modified as needed.** If you need a copy of the plan you submitted last year, please email [Amy Floit](#) or [Becka Johnson Poppe](#).
- **New reserve figures**, as provided in the "Reserve Figures" tab of the aforementioned spreadsheet.
- **New carryover totals**, as provided in the "Carryover into FY16" tab of the aforementioned spreadsheet.

In the space below, please describe and explain any major change(s) to your carryover usage plan.

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Major changes to UWHR's carryover usage plan include:

1. Reducing the number of years projected for permanent expenditures funded with temporary funds from three years to the current year only. In addition, the amount was increased to take into account retention increases that were necessary to retain quality staff in compliance-critical positions.
2. Reducing FY16 funding for The Whole U from \$714,582 to \$500,000.
3. Increasing the amount projected for legal fees related to residents' negotiations from \$50,000 to \$75,000 based upon actuals to date.
4. Removing FY17 HR/P-related salaries and benefits from carryover usage plan. Current carryover funds are insufficient to cover the need.

6. The Provost will be making the decision to deploy permanent Provost Reinvestment Funds **primarily, if not exclusively, to cover for compensation increases. The only possible exceptions for permanent funds will be for critical compliance issues.** However, requests for temporary funds will only be entertained in areas of high institutional priority and in consultation with faculty, staff and students.

If you have a Provost Reinvestment Fund request that fits within these strict parameters, please describe it using the framework below.

Title	Funding	FY	P/T	Years Needed (If Temp)
HR Consultant (salaries/benefits)	\$61,955	FY17	Perm	n/a
HR/Payroll TPIs and Positions (salaries/benefits)	\$562,173	FY17	Temp	tbd

**HR Consultant:** Earlier this year, we lost two HR consultants (HRCs) to better paying jobs: one within UW, the other outside. We were not able to fill those positions within the current salary range. Given the difficulty in filling these vital positions, it was critical that we retain our experienced HRCs. Therefore, we used a portion of permanent funds from one of the vacant positions to fund increases for the remaining HRCs. Maintaining this funding structure would have been possible given our past experience with carryover balances.

**HR/Payroll TPIs and Positions:** UWHR will need to continue funding temporary pay increases for three individuals who serve as key contributors on the HR/P project in addition to their UWHR roles and extend up to seven temporarily funded positions post-Workday implementation. These seven positions provide expertise in ensuring that as the University’s HR practices move from paper processes to a uniform, but rigid, online system, that other HR tools, websites, and processes are fully functional and work collaboratively with the Workday support model.

## Administrative Unit Carryover Usage Plan DETAIL

Please use this template to update the carryover usage plan you submitted last year. If you need a copy of your plan from last year, please email Amy Floit ([afloit@uw.edu](mailto:afloit@uw.edu)) or Becka Johnson Poppe ([jbecka@uw.edu](mailto:jbecka@uw.edu)). New reserve figures are provided in the "Reserve Figures" tab; new carryover totals are provided in the "Carryover into FY16" tab.

<b>Administrative Unit Name:</b>	<b>UW Human Resources</b>
<b>Carryover Balance going into FY16:</b>	<b>\$ 3,352,471</b>

Usage Categories and Descriptions	Committed Year(s)	# of Years	Annual \$ Amount	Totals
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<b>Unit's Reserve (10%)</b>				
	FY17	1	\$ 1,089,535	\$ 1,089,535
<b>Total Unit's Reserve:</b>				<b>\$ 1,089,535</b>

<b>Central Commitments</b>	<i>e.g. FY17, FY18</i>	<i>e.g. 2</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
2. (description)			\$ -	\$ -
<b>Total Central Commitments:</b>				<b>\$ 409,267</b>

<b>"Spending Plan" Permanent Costs &amp; Other Projects</b>	<i>e.g. FY17, FY18</i>	<i>e.g. 2</i>		
<b>A. Permanent expenditures funded with temporary funds</b>				
1. "Permanent" Salaries and Benefits (Funded with Temporary Funds) - <b>DOES NOT INCLUDE TWU OR HR/P</b>	FY16	1	\$ 238,936	\$ 238,936
2. The Whole U (Salaries, Benefits, & Operations)	FY16	1	\$ 500,000	\$ 500,000
				\$ -
<b>B. Possible multi-year commitments</b>				
			\$ -	\$ -
<b>C. Immediate, current year use</b>				
1. HR Payroll Modernization (Salaries & Benefits)	FY16	1	\$ 981,060	\$ 981,060
2. Hourly Salaries and Benefits (Funded with Temporary Funds) - <b>DOES NOT INCLUDE TWU OR HP/P</b>	FY16	1	\$ 58,673	\$ 58,673
3. Legal Fees for Residents' Negotiations	FY16	1	\$ 75,000	\$ 75,000

<i>Add more lines as needed</i>				
<b>Total Permanent Costs &amp; Other Projects:</b>				<b>\$ 1,853,669</b>

<b>TOTAL CARRYOVER USAGE PLAN</b>	<b>\$ 3,352,471</b>
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