2019-2021 Biennium Internal Budget Proposal Narrative
Division: Business & Financial Affairs/Human Resources

Evaluation Criteria: Proposals will be evaluated on every aspect of this template. It is highly recommended that the narrative portion touch on each area. Proposals forwarded to UPRC by unit leaders will be discussed at UPRC and authors are encouraged to attend so that they may answer questions and provide clarification.

Critical Human Resources Staffing Needs to Address Increased Demands and New State Programs and Mandates

☐   This is a revised version of a previously submitted budget proposal.
If box is checked please briefly outline any significant changes and/or indicate why it is being resubmitted.

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Statement of Purpose: *(What is the challenge or opportunity being addressed? How does the proposal address this challenge or opportunity? Limit response to 1 page – please link to any existing reports, data, supplemental materials, etc.)*

The university has clearly communicated that Human Resources services are lagging. They expect faster turnaround times, more efficient processes and better communication and support. This includes quicker recruit and hire timeframes, more timely position/compensation reviews, faster turnaround of personnel action forms, better response time to faculty and staff questions, more timely communication and greater transparency.

HR has had a 34.7% increase in personnel action forms over the last four years and a 75% increase in professional staff compensation reviews in the last two years. In addition, there has been an increase in state programs and mandates. All these challenges our ability to provide the level of service and communication Western deserves and Human Resource staff desires. As the legislature changes laws and rules each year, for example, Washington State Sick Leave Law, Family and Medical Leave Law, Shared Leave Law, increased system analytical support is required in order to analyze, evaluate, communicate, partner with stakeholders and implement these new laws/rules. Just in the past 2 years we have seen a transformation of the family and medical leave program, Washington state sick leave program and changes to the shared leave program requiring reassignment of HR personnel just to ensure we meet the deadline for implementation.

The current HR staff has attempted to meet service needs however the volume has increased to such a degree that other critical duties are compromised. We appreciate the university's patience as we have attempted to absorb this increased workload and evaluate staffing needs to meet expectations. Positions needed to address critical service level needs include:

Sr. HR Analytical Consultant
The Sr. HR Analytical Consultant will be responsible for gathering stakeholder feedback, researching best practices, identifying streamlining opportunities, ensuring transparent communication and following-through with university community. The position will conduct a deeper analysis in specifically targeted areas to include; recruitment and hire timeframes, position/compensation reviews, personnel action form processing, creating a frequently asked questions webpage and ensuring feedback from stakeholders is gathered and acted upon.

Human Resources Administrative Support
The HR Consultant Assistant will provide much needed clerical and administrative support to the HR core function teams in order to support timely responses and meet the service expectations of university partners and clients (faculty and staff). Currently, HR core function teams cannot sustain their rate of work output and customer service needs, resulting in a slow response time for routine matters and questions that could be answered by a clerical/administrative assistant.

Anticipated Outcome(s):

These positions would:
- Close the current gaps in HR's capabilities, service, and performance;
- Track time to hire, monitor trends, reduce hiring time
- Measure and evaluate response time of HR services and processes; identify and implement improvements
- Create tools to support efficiency (e.g. position/compensation review templates)
- Improve onboarding account creation process
- Provide unions with timely responses to data requests.
- Track participation in mandatory supervisory training and performance evaluation programs
- Connect performance evaluations to training needs
- Participate in a communication strategy with PageUp to address campus requests for system improvement
- Create dashboard reports to respond to university communication needs
- Improve customer usability of HR website
- Provide compliance/instructional training and tools
- Troubleshoot errors and problems with HR systems
- Serve as project manager for new initiatives, system implementation
- Create and test reports or processes via system requests to decrease data entry and increase accuracy
- Review current audit processes for effectiveness
- Create end-user documentation
- Complete all external and internal data requests

Metrics: *(How will outcomes be measured? Please include current data points and goals. If this proposal will have any impact on the* <u>Overall Metrics</u> *included in the university's strategic plan, please indicate which specific ones here.)*

Outcomes:
- Increased customer satisfaction
- Increased transparent and timely communication; frequency, messaging and manner
- Decreased time to hire
- Prompt turnaround of position/compensation reviews
- Efficient processing of personnel action forms
- Robust metrics program

Current metrics (measured from June 2018 - January 2019):
Note: Minimal metrics available due to limited staffing
- Classified staff position reviews averaged 113 days per review to complete
- 75% increase in professional staff compensation reviews from 2016 through 2018. (Data: 104 in 2016, 161 in 2017, 182 in 2018.)
- 34.7% increase in personnel action forms (used to process all personnel changes) between 2014 and 2018, (Data: 5,002 to 6,738 forms.)

How does this proposal align with your departmental/divisional strategic priorities? *(Please reference specific items from the recently completed departmental/divisional strategic plan and attach a copy.)*

BFA Strategic Priorities
- Support Western's goals for diversity, inclusiveness and sustainability
- Develop, support, and empower Business and Financial Affairs teams and staff to achieve excellent status.

HR Strategic Priorities
- Ensure HR operates with adequate resources to ensure excellent service to Western
- Fully implement and stabilize PageUp Recruiting & Onboarding, Learning and performance management and ensure stakeholders have a thorough understanding of how to utilize these tools.
- Invest in the transformation of the HR Website to ensure ease and understanding

How does this proposal support the University Mission and Strategic Objectives? *(Please refer to the 2018-2025 Strategic Plan and indicate which core theme(s) this proposal will help achieve.)*

Goal #3: Western will foster a caring and supportive environment where all members are respected and treated fairly.

- D. Improve climate and working conditions for student employees, staff, and faculty at all locations.
- E. Provide competitive compensation and professional development for student employees, staff, and faculty.

Goal #4: Western will pursue justice and equity in its policies, practices, and impacts.

- A. Foster a positive and collaborative campus climate, including the physical environment that welcomes and affirms the diversity of individuals, groups, cultures, and ideas.
- D. Implement model practices to improve our recruitment and retention of a diverse staff, faculty, and administration.

What are the consequences of not funding this proposal?

HR will be unable to meet the human resource expectations of the campus community, resulting in potentially catastrophic personnel issues for individual faculty and staff, to include customer dissatisfaction and lengthy turnaround times.

What alternatives were explored?

HR has attempted to resolve its staffing needs over the past five to seven years through internal reorganization, lean management, increased efficiencies, and new technologies. However, HR has reached a critical need point and can no longer manage the influx of needs from the campus community.

Which units (departments, colleges, etc.) will be involved?

Human Resources

Equipment needed:

For major (>$25k) purchases, please provide the following information.

> **Item:**
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> Click here to enter text
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> **Purpose:**
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> **Cost:**
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> **Anticipated Useful Life:**
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> **Replacement Cost if any:**
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Human Resources *(Complete the table below adding additional rows if necessary)*:

Position Title	Total Headcount	Total FTE	Salary and Benefits per FTE	Total Cost	Requested Years
HR Senior Analytical Consultant	1	1.0	$70,000 + Benefits at $23,742	$93,742	2019-2021
HR Consultant Assistant 1	1	1.0	$34,000 + Benefits at $17,692	$51,692	2019-2021

Table above should match data on budget spreadsheets submitted with this proposal. Complete the spreadsheet to get salary, benefit, and total cost amounts. Contact your division budget officer with questions.

Operating & Maintenance Costs (include service contracts, installation costs, etc.):

FY20
Operating expenses $7,000

Space Requirements:

What type of space is needed for this proposal? (e.g., private office, lab space, group work/study space, etc.)

None – However, there is an expectation of the need to share office space.

What features must this space have? (e.g., fume hoods, plumbing, 3-phase power, etc.)

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What needs can be accommodated within your existing space?

HR can accommodate these new positions within its current space.

How much new space will be required?

No new additional space will be required.