



WASHINGTON STATE
UNIVERSITY

Human Resource Services



April 2024
Board of Regents



WASHINGTON STATE UNIVERSITY
Human Resource Services

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



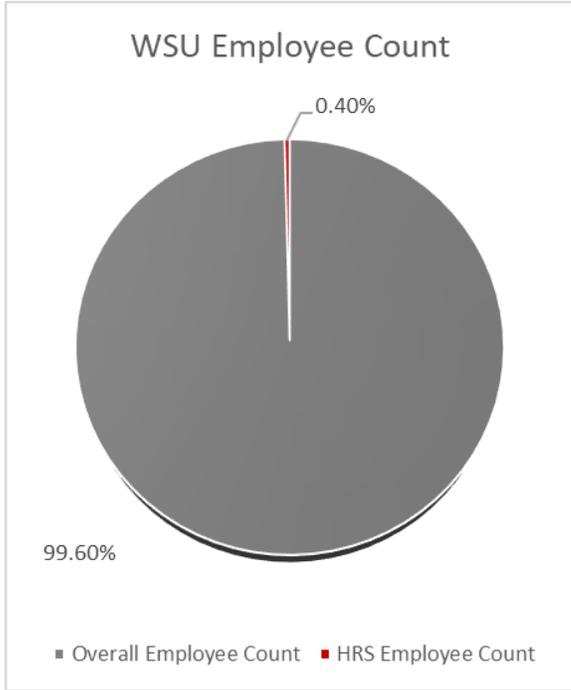
Jaide Wilhelm
Executive Assistant
and Administrative
Manager

Human Resource Services Staffing 58.25 Overall FTE <i>*Does not include Modernization HCM</i>	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) <ul style="list-style-type: none"> • <i>Employee Relations</i> • <i>Compensation</i> • <i>Talent Acquisition</i> • <i>Learning and Organizational Development (LOD)</i> <ul style="list-style-type: none"> ○ <i>Executive Coaching</i> ○ <i>Staff Mentoring</i> ○ <i>Employee Engagement Survey</i> 	Unit Count: 26.00 FTE Employee Relations: 18 Compensation: 2 Talent: 2 LOD: 3
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

*CUPA-HR functional Human Resource roles.
 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
 - 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



Addressing Concerns

Recruitment/Retention

- Hired Talent Acquisition Manager
- Enhancements to Outreach and Onboarding



Bonnie Wilmoth
Talent Acquisition
Manager



@CareersWSU

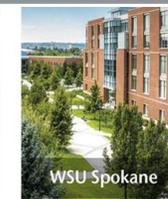
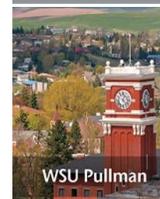


@WSUCareers



@CareersWSU

Shape your future Join the Cougar community

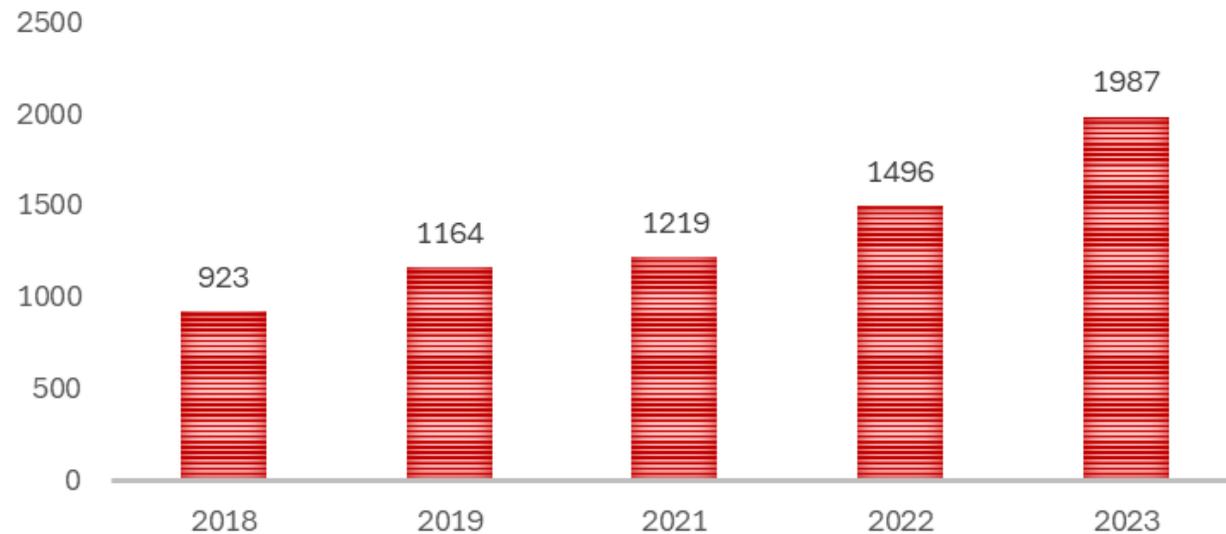


Explore career opportunities at wsu.edu/jobs



2023 Recruitment Data

RECRUITMENTS CONDUCTED BY HRS

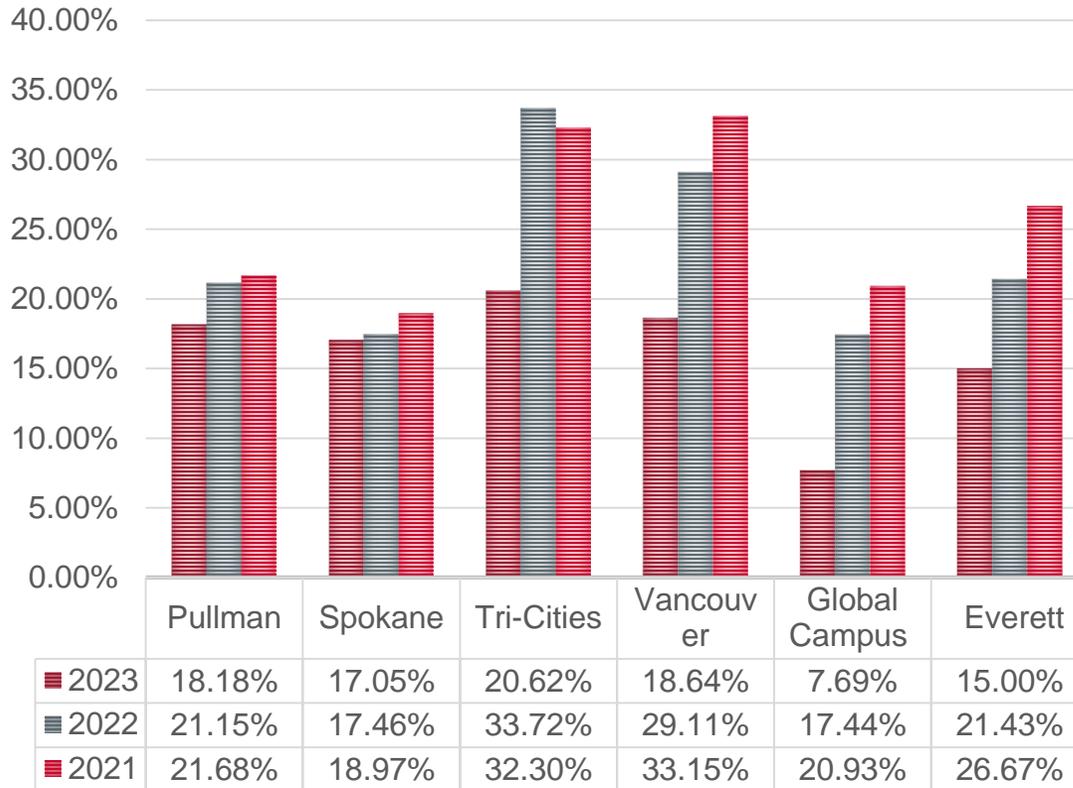


- Participated in 14 Career Fair/events across Washington, Oregon and Idaho.
- Initiated 1,987 faculty and staff recruitments in Workday.
- Received over 20,000 applications.
- Using social media to build employer recognition and source candidates.

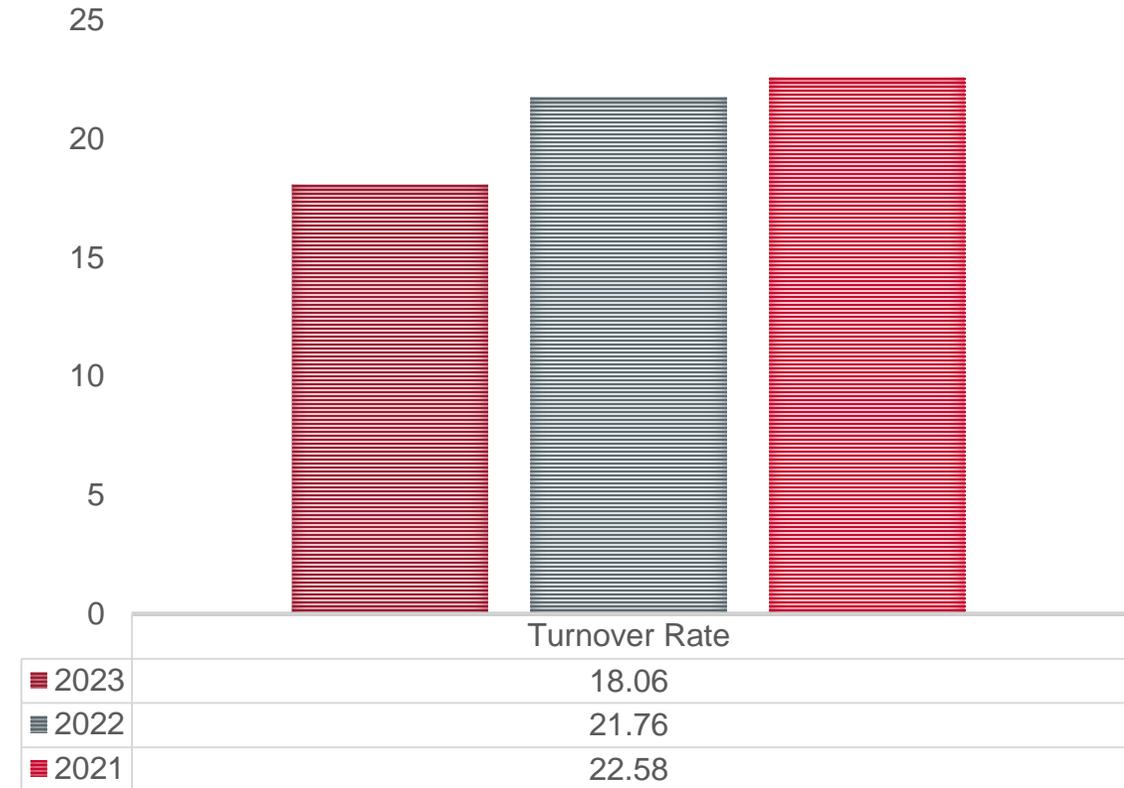
Employee Turnover

Workday Data

TURNOVER BY CAMPUS



SYSTEM WIDE TURN OVER



WSU's 2023 turnover percentages align with CUPA-HR Workforce Survey Data



Addressing Concerns

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

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



Melissa DiNoto
Compensation Manager



Addressing Concerns

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 [Active&Fit program](#)
- 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
- [Total Compensation Information](#)
- 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



Addressing Concerns

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?

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Y₄ O₁ U₁





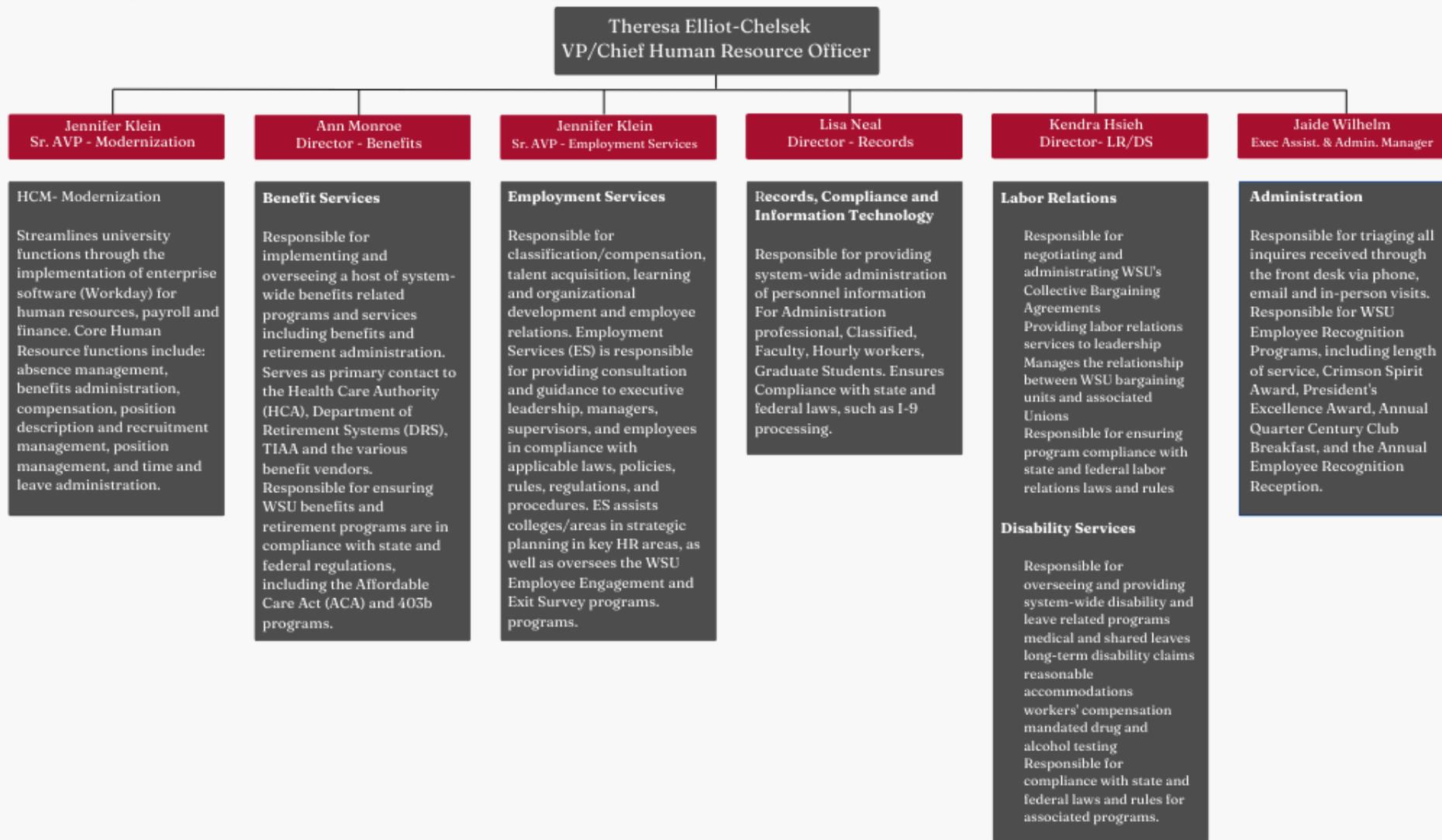
Other Information





Human Resource Services

Org Chart - At a Glance



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

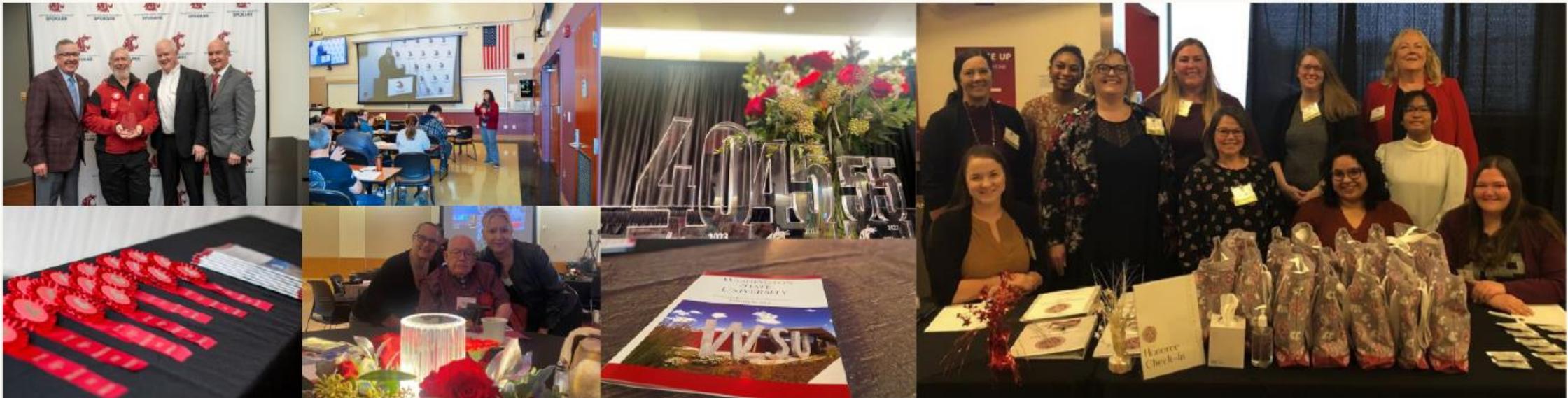
Services include but are not limited to:

- 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 Washington 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



College and University Professional
Association for Human Resources

