



WASHINGTON STATE  
UNIVERSITY

# **Human Resource Services Administrative Program Review**



March 6, 2025

# Background

In Spring 2024, WSU announced plans to perform reviews of both academic and administrative units university-wide.

The intent is to bring the mission as a land-grant, R1 research institution into alignment with current operations. Through data-informed decision-making, we aim to improve WSU's overall financial health, stabilize the operating budget, maintain high-quality educational and research programs, and ensure that we can achieve our institutional mission in the future.

- Recognize that administrative/support units, campuses, colleges, and departments/schools have varied resource needs, autonomy, and service level expectations.
- Align the university's financial position with the development of the system's strategic plan, capital campaign goals, and institutional risks.
- Promote an analytics-oriented approach to understanding program investments.
- Promote equity through increased transparency and accountability.
- Provide clarity in the alignment of resource allocation and outcomes with accountability for budget responsibility.



# Scope and Goals

**Conduct a comprehensive assessment of the university's Human Resource Services (HRS) operations, including key payroll and accounting areas that interconnect with HRS processes.**



Innovate and evolve outdated or inefficient structures, processes, and systems.



Relieve pain points and administrative burden tied to current HRS and payroll processes for both WSU employees and students.



Help HRS define and refine how we serve the university.



# Recognizable Themes

**Restructuring:** Reviewing the existing organizational structure within system HR and campuses is critical to improving efficiency, role clarity, and service delivery. A well-structured HR framework will foster agility, enhance service quality, and support long-term institutional goals.

**Leadership and Oversight:** Effective leadership and oversight require clearly defined roles and responsibilities, particularly for key personnel. Currently, the CHRO is responsible for at least three major areas beyond the traditional scope of HR leadership, which may lead to role overload, inefficiencies, or gaps in strategic focus.

**Workday Stabilization:** Collaborate with Workday and Mod Team for various HR processes, including benefits administration, employment verification, tax management, ACA reporting, and payroll.

**Employee Wellness and Benefits Initiatives:** Various programs and resources aimed at promoting employee health and well-being, including fitness activities, stress management sessions, and online resources, but without a full-time person dedicated to this function. Efforts to increase employee participation in benefits programs through newsletters, events like benefits fairs, and targeted marketing strategies.



# Recognizable Themes

**Collaboration and Customer Service:** Collaborate with other departments and campuses to accomplish goals. Have a presence on all campuses and standardize reporting relationships with system HR.

**Expand and Refine Existing Operating Practices:** Address existing processes and procedural gaps, particularly in recruitment and onboarding.

**Benefits Administration Efficiency:** Focus on streamlining processes related to FMLA, open enrollment, and benefits billing through Pay One—concerns about manual data entry and the need for automation.



# Administrative Review | Value

- Dedicated time for the engagement
- WSU dialogue
  - Colleagues sitting at the table together
  - Listening to pain points
  - Learning processes and handoffs
- Solutions and limitations



# Administrative Review | Challenges

- Pause to realign expectations
- A lot of time dedicated to the engagement
- Surface level context
- Setting expectations for recommendations and next steps



# Next Steps

## **Deliverables:**

- Finalize report and recommendations
- Deliver final documents to WSU

## **WSU**

- Review and analyze recommendations
- Prioritize recommendations
- Form workgroups
- Implement changes

