

HUMAN RESOURCE SERVICES

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# YEAR IN REVIEW



2021

# Human Resource Services Year in Review |2021|

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## EXECUTIVE SUMMARY

The Human Resource Services (HRS) Year in Review is a summary of HRS highlights and data for significant programs and major actions across the Washington State University (WSU) system for 2021. Reporting information includes important human resource data for the WSU system between 1/1/2021-12/31/2021.

*Please note with the implementation of Workday, data for 2020 is not available for comparison.*

### 2021 Major Efforts:

#### Benefits

- Moving to Workday from Legacy, resulting in online enrollments for participants
- Special enrollment periods (3) for FSA and DCAP due to COVID impact on those services
- New Limited FSA offered during OE, requiring increased training and communication
- New LTD offered during Open Enrollment (OE), including an auto-enroll, requiring increased training and communication
- All OE changes made in Workday. Previously employees could use Health Care Authority (HCA) portal. This required Benefits staff to take WD elections and manually input them into HCA system
- Transition from hard copy TIAA VIP processing to TIAA portal processing
- Analysis and adjustment of end of the year processes for VIP, FSA, and DCAP during the months of November and December (increase in manual effort by at least 50%. Identified ways to enhance/modify Workday to lower this effort for future years.)

#### Classification/Compensation

- Reviewed 318 affected positions for compliance with the new State of Washington salary test related to overtime eligibility. Advised areas on best practices.
- Completed point factoring and market analysis, created grades/ranges for salary structure, initiated process for Workday implementation as part of the AP Enhanced Compensation Plan
  - Presented AP Enhanced Compensation Plan to key stakeholders
- Updated Business Management Counselor career track and coordinated implementation.

#### COVID-19

- Implemented employee declaration process
  - Collaboration between Central HR and HCM (Human Capital Management) teams to develop and implement declaration process in Workday
    - Communication plan and process
    - Reporting
- Implemented vaccination mandate
  - Collaboration between Central HR and HCM teams to develop and implement vaccination mandate workday process including revisions to report feature

**COVID-19 Cont.**

- Development of communication plan, review and approval processes within limited time frame (proclamation August 18, implementation August 31, verifications by October 8 to meet October 18 state mandate)
  - Review of religious and medical exemption forms and follow-up with employees, as needed, for additional information.
  - Coordinating interactive accommodation process with employee and department
  - Communications with employees and department
  - 464 Religious Exemption requests reviewed (the majority reviewed between September 1, 2021 and October 18, 2021) including interactive process with employees and departments
  - 102 Medical Exemption requests reviewed
  - Labor Relations negotiated full COVID-19 vaccination declaration and verification mandate protocols with all unions for represented staff
- Processed 29 vaccination mandate separations
  - Conducted 22 COVID 19 related information/training sessions
    - 7 - COVID-19 Vaccination Requirement Information sessions
    - 8 - WSU Return to work - Supervisors
    - 7 - WSU Return to work - Employee
  - Moderated President COVID-19 Town Halls
  - Ongoing updates to HRS website information including FAQs regarding leave and work options available to employees as well as hiring through COVID-19
  - Disability Services - created and coordinated protocols and programs for COVID-19 related leave and accommodations required by Federal and State laws.

**Employee Relations**

- Finalized Title IX hearing process for CS and AP employees.
- Finalized and implemented process for sexual misconduct verification to meet requirements effective July 1, 2021 under RCW 28B.112.080
- Completed 1363 sexual misconduct verification application reviews which required submitting 2,215 requests to 473 higher education institutions.
- Updated Telework BPPM to include information related to out-of-country/state tax information.

**Learning and Organizational Development**

- Conducted Leading in Cougar Country for system-wide leaders; 153 attendees
- Redesigned employee training website
- Redesigned HRS Source Newsletter

**Labor Relations**

- Successfully negotiated two wage reopener Collective Bargaining Agreements (Contracts) for the 2022-2023 fiscal year and supplemental budget.
- Implemented training, policies and procedures review and negotiations for one newly represented bargaining unit on Tri Cities campus.

## **OFM Rules Review**

- Provided ongoing feedback related to impacts of proposed nonpermanent rules.

## **Participated in Additional University Initiatives**

- Office of Provost Salary Equity Study
- Equitable Policy Taskforce
- WSU System Council
- OneWSU

## **Recruitment**

- Participated in 10 Career Fair Events across Washington, Oregon and Idaho.
- Participated as member of the Greater Washington State Higher Education Recruitment Consortium Advisory Board

## **Workday**

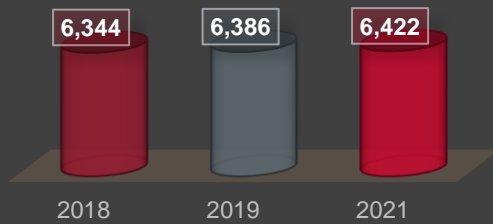
- Collaboration between HRS HCM and Central HR teams on processing issues, evaluated, recommended and tested revised processes.

## BENEFITS SERVICES:

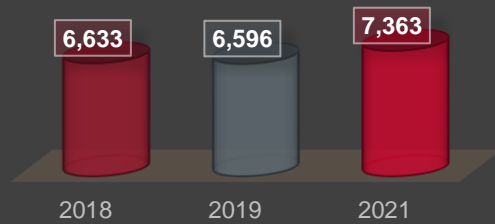
The Benefits Services unit provides oversight over the following processes:

- Benefits Administration
- Retirement
- Compliance
- Wellness

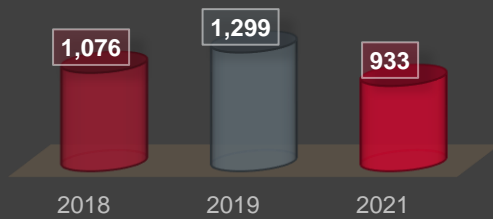
### INSURANCE PLAN PARTICIPANTS



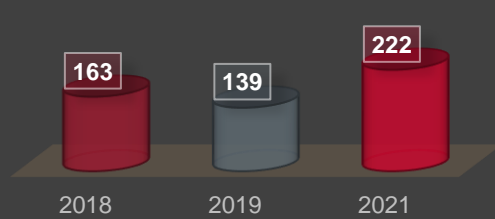
### RETIREMENT PLAN PARTICIPANTS



### NEW BENEFIT ENROLLEES



### RETIREMENTS PROCESSED



### EMPLOYEES LOSING BENEFITS - SEPARATIONS



**SUMMARY OF 2021 KEY BENEFITS SERVICES DATA:**

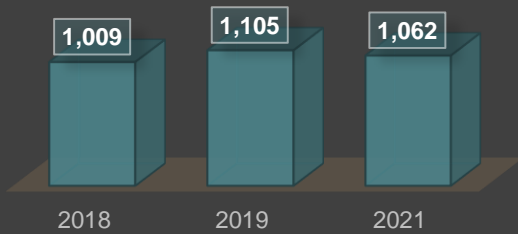
Benefits Participants		SYSTEM-WIDE
Insurance		6,422
Retirement		7,363
New Benefit Enrollees		SYSTEM-WIDE
Administrative Professional		225
Classified		247
Faculty		156
Transfers from other agencies		20
Hourly		285
<b>Total</b>		<b>933</b>
Retirements		SYSTEM-WIDE
Regular Retirements		211
Phased Retirements & Separation Agreements		11
<b>Total</b>		<b>222</b>
Supplementation		SYSTEM-WIDE
Participants		443
Calculations Ran		80
Employees Losing Benefits - Separations		SYSTEM-WIDE
AP/CS/Hourly		858
Faculty		409
Seasonal Hourly		23
Reduction in Force/Layoff		28
Transfers to other agencies		20
Leave without Pay		22
<b>Total</b>		<b>1,360</b>
Other Benefit Processes		SYSTEM-WIDE
Medical Support Notices Processed		9
PEBB Appeals		26
PEBB Recourses		11
Commuter Benefit Enrollments		20
Employees offered changes in retirement plans		77
Retirement Presentations offered		15
Employee, Retiree, and Survivor Deaths processed		51
Wellness Presentations/Attendees		4/130
ACA Marketplace Notifications Reviewed		29

## DISABILITY SERVICES:

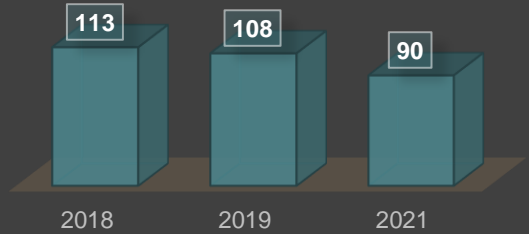
The Disability Services unit provides oversight over the following processes:

- Long Term Disability Claims
- Reasonable Accommodation
- Medical Leave Programs
- Workers' Compensation

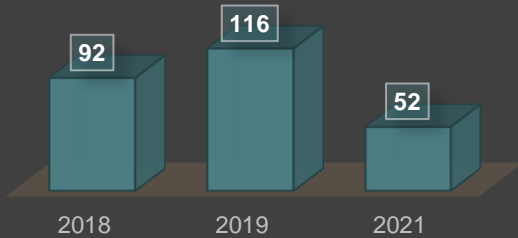
### FAMILY MEDICAL LEAVE



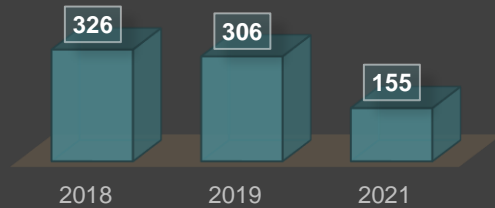
### LONG-TERM DISABILITY



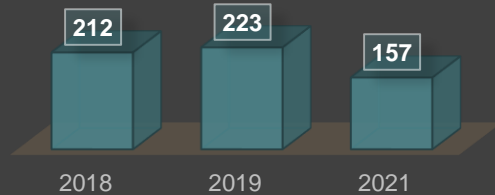
### SHARED LEAVE



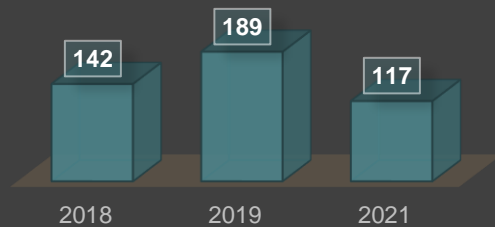
### WORKERS' COMPENSATION



### REASONABLE ACCOMMODATION



### RTW LIMITATIONS/JOB MODIFICATIONS\*



*\*Effective 2015, monitoring return to work limitations/job modifications within associated leave cases.*

## SUMMARY OF 2021 KEY DISABILITY SERVICES DATA\*:

Family Medical Leave	WSU EVERETT	WSU PULLMAN	WSU SPOKANE	WSU TRI-CITIES	WSU VANCOUVER	SYSTEM-WIDE
Open	1	417	41	24	26	508
Closed	3	474	38	15	27	554
<b>Total</b>	<b>4</b>	<b>891</b>	<b>79</b>	<b>39</b>	<b>53</b>	<b>1,062</b>

Reasonable Accommodation	WSU EVERETT	WSU PULLMAN	WSU SPOKANE	WSU TRI-CITIES	WSU VANCOUVER	SYSTEM-WIDE
Open	0	96	14	3	15	128
Closed	0	22	0	0	7	29
Sub Total	0	118	14	3	22	157
HRE/HELSEA	0	24	1	5	9	39
Vaccination Exemptions	1	88	4	4	5	102
<b>Total</b>	<b>1</b>	<b>260</b>	<b>24</b>	<b>14</b>	<b>40</b>	<b>339</b>

\*WSU Pullman manages all Disability Services related matters for all of WSU.

Long Term Disability Cases	SYSTEM-WIDE
Open	81
Closed	9
<b>Total</b>	<b>117</b>

Shared Leave	SYSTEM-WIDE
Open	19
Closed	33
<b>Total</b>	<b>52</b>

Workers' Compensation	SYSTEM-WIDE
Open	55
Closed	100
<b>Total</b>	<b>155</b>

Return to Work Limitations/Job Modifications	SYSTEM-WIDE
Open	50
Closed	67
<b>Total</b>	<b>117</b>

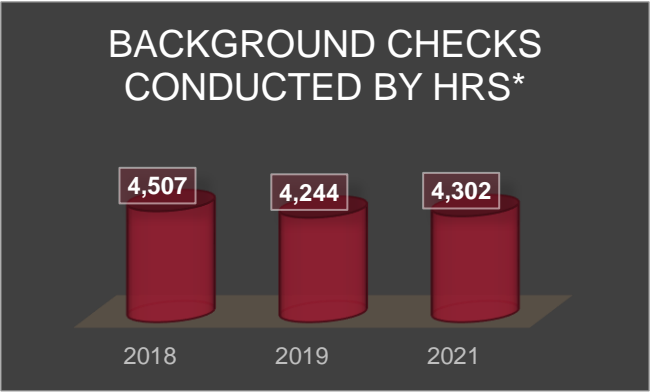
Paid Family Medical Leave (System-wide)	SYSTEM-WIDE
Open	131
Closed	215
<b>Total</b>	<b>346</b>



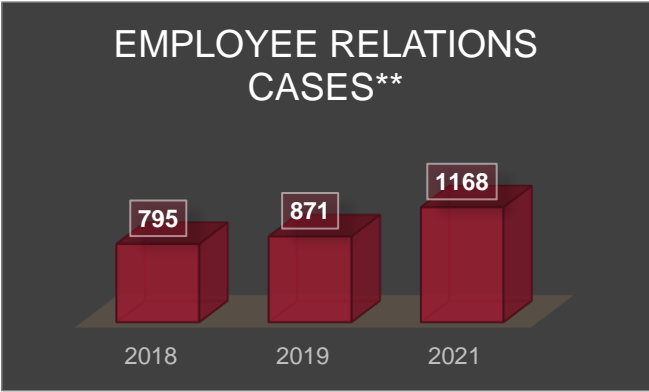
EMPLOYMENT SERVICES:

The Employment Services unit provides oversight over the following processes:

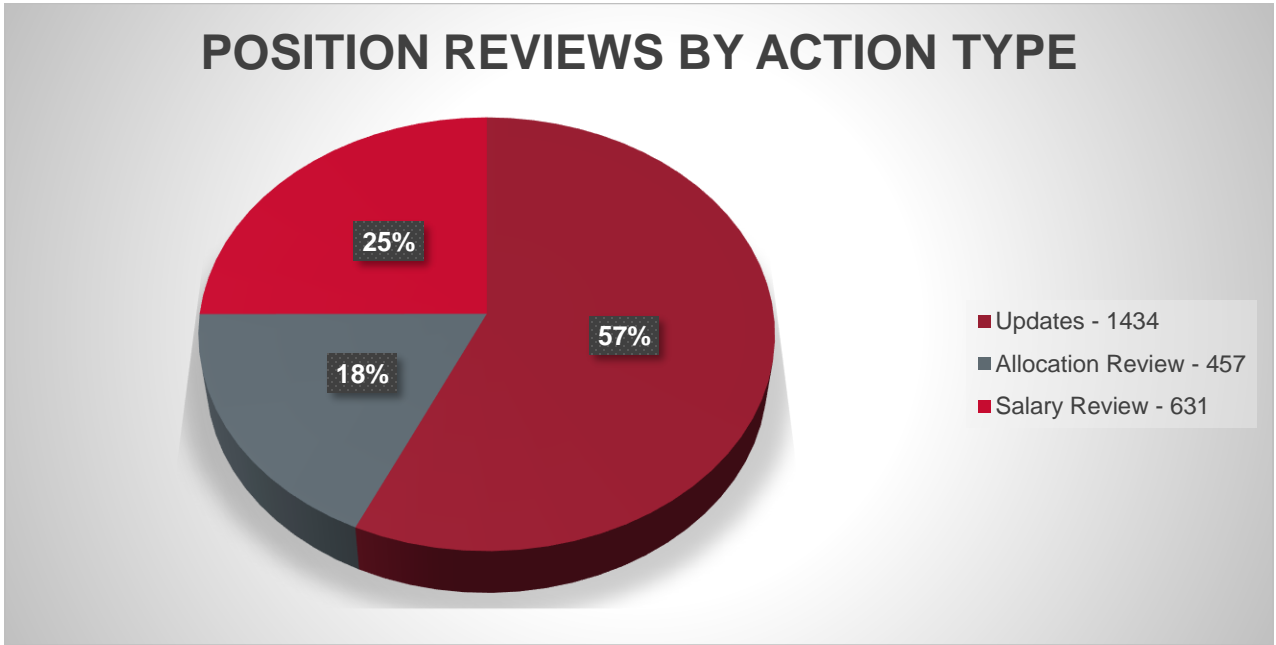
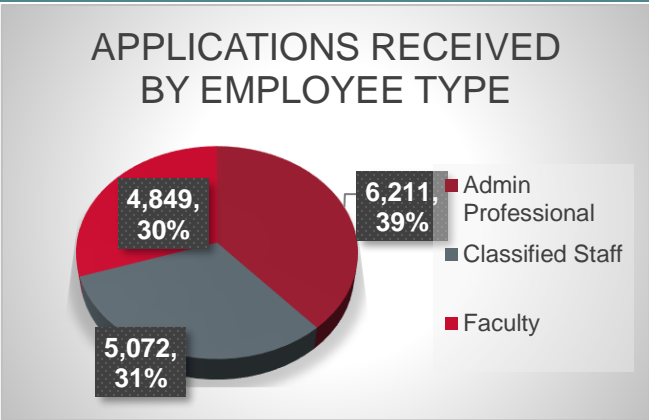
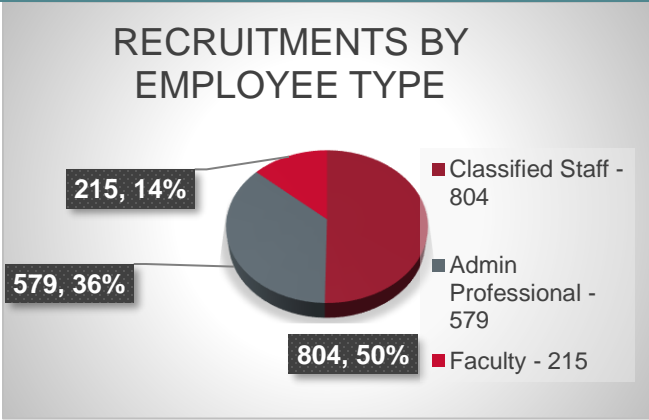
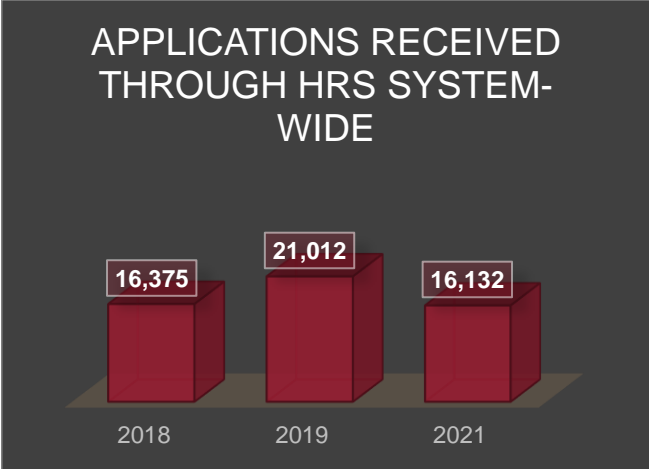
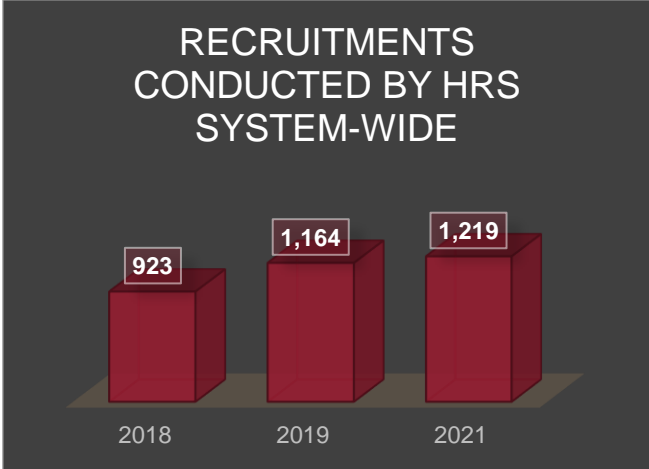
- Classification
- Compensation
- Employee Relations
- Recruitment



*\*Data includes Administrative Professional, Classified Staff, Faculty, and Temporary/Hourly positions*  
*\*\* increase based on reinstatement of camp offerings based on pandemic environment*



*\*\*\*Data from significant actions/consultations only. Does not include ongoing actions/consultations opened in previous years.*



## SUMMARY OF 2021 KEY EMPLOYMENT SERVICES DATA:

Exit Survey	# SENT	# RESPONSES	% RESPONSE
	981	279	28.4%

*\*Due to Qualtrics contract parameters, WSU was required to pull the Exit Survey from the system in October 2021, as such numbers provided are only from 1/1/21 - 9/30/21*

Background Checks*	WSU PULLMAN	WSU SPOKANE	WSU TRI-CITIES	WSU VANCOUVER	SYSTEM-WIDE
HireRight/WSP	2060	1345	613	284	4302**

*\*Data includes Administrative Professional, Classified Staff, Faculty, and Temporary/Hourly positions*

*\*\* increase based on reinstatement of camp offerings based on pandemic environment*

Employee Relations†	WSU EVERETT	WSU PULLMAN	WSU SPOKANE	WSU TRI-CITIES	WSU VANCOUVER	SYSTEM-WIDE
Opened (2021)	0	981*	54	46	87	1168

*†Data from significant actions and/or consultations only. Data does not include ongoing actions/ consultations opened in previous years*

*\*Data include 463 Religious Exemption Reviews conducted by the ES team during 2021.*

Position Reviews*	WSU EVERETT	WSU PULLMAN	WSU SPOKANE	WSU TRI-CITIES	WSU VANCOUVER	WORKDAY**	SYSTEM-WIDE
Allocation		342	80	24	11		457
Reviews		115	12	3	4	497	631
Salary Reviews		1058	236	94	43		1434
Updates	3						
<b>Total Actions</b>	<b>3</b>	<b>1515</b>	<b>328</b>	<b>121</b>	<b>58</b>	<b>497</b>	<b>2522</b>

*\*Data is pulled through OPDRS by college/area and includes actions approved and cancelled in 2021.*

*\*\*Additional actions submitted through WORKDAY and not captured in OPDRS*

*WSU Spokane includes the Elson S. Floyd College of Medicine, College of Nursing and College of Pharmacy.*

Recruitments*	ADMINISTRATIVE PROFESSIONAL	CLASSIFIED	FACULTY	TOTAL
**Evergreens	521	597	101	1219
Job Requisitions	579	804	215	1598

*\*Data from recruitments in the online application system which were filled or canceled in 2021. Data is pulled by college/area.*

*WSU Spokane includes the Elson S. Floyd College of Medicine, College of Nursing and College of Pharmacy.*

*\*\* In Workday - The Evergreen is what is used to create a pool of applicants for a recruitment. It is what candidates apply to. Once a department is ready to move forward with hiring, they move candidates from the Evergreen to the Job Requisition to complete the hire process.*

- The department creates the Job requisition in workday and submits to HRS
- HRS approves the Job Requisition and creates an Evergreen
- The Evergreen is what is "posted" and it is tied back to 1 or more Job requisitions to allow us to hire more than one candidate.

System-Wide Job Requisitions Totals*	FILLED	CLOSED	ACTIVE	ALL	# APPLICANTS
Admin Professional Classified Faculty	280	77	222	579	6211
	473	94	237	804	5072
	56	23	136	215	4849
<b>Total</b>	<b>809</b>	<b>194</b>	<b>595</b>	<b>1598</b>	<b>16132</b>

\*Data from recruitments in the online application system which were filled or canceled in 2021.

## Applicant Demographics | System-Wide |

Gender*			Disability Status and Veteran Status*		
JOB CATEGORY	FEMALE	MALE	JOB CATEGORY	DISABILITY	VETERAN
Admin Prof	992	476	Admin Prof	140	41
Classified	644	439	Classified	125	43
Faculty	584	1252	Faculty	72	16
<b>Total</b>	<b>2220</b>	<b>2167</b>	<b>Total</b>	<b>337</b>	<b>100</b>

\*Data from recruitments in the online application system which were filled in 2021

\*Applicants may choose to not disclose gender, disability status, and veteran status. The number represent only those who disclosed their demographics

Race/Ethnicity**	AP	CLASSIFIED	FACULTY	TOTAL
AMERICAN INDIAN OR ALASKA NATIVE	14	12	17	43
ASIAN	117	104	885	1106
BLACK OR AFRICAN AMERICAN	95	45	72	212
HISPANIC OR LATINO†	279	131	99	509†
NATIVE HAWAIIAN OR OTHER PACIFIC ISLANDER	2	11	3	16
WHITE	986	769	614	2369
TWO OR MORE RACES	79	46	23	148
<b>TOTAL</b>				<b>4403</b>

\*\*Data from recruitments in the online application system which were filled in 2021

\*\*Applicants may choose to not disclose race/ethnicity. The number represent only those who disclosed their demographics

† Not included in TOTAL as this data is requested separate from Race/Ethnicity

## Recruitment - Top 5 Application Sources | System-Wide |

Ranked Responses | How Did You Hear About This Employment Opportunity?

- 1) WSU Website
- 2) Indeed
- 3) Higher Ed Jobs
- 4) Social Network
- 5) Personal Contact / Referral

## WSU Jobs Website Visits | Between 1/1/2021-12/31/2021 |

- All traffic: 164,382 page views (about 20% of total website page views)
- Non-WSU network: 120,252 page views (about 26% of total website page views)

## SUMMARY OF 2021 HRS SOCIAL MEDIA:

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### Followers

Social Account	2020	2021	Percent change
<a href="#">LinkedIn</a>	2,835	3,324	+17.2%
<a href="#">Facebook</a>	No data	626	N/A
<a href="#">Twitter</a>	1,361	1,414	+4.3%

*Note: All LinkedIn data is from 3/1/2021 to 2/28/2021 because LinkedIn only retains one year of analytics data.*

### Total Posts

Social Account	2020	2021	Percent change
Twitter (@CareersWSU)	855	948	+10.9%

### Total Impressions

Social Account	2020	2021	Percent change
LinkedIn (impressions)	No data	56,307	N/A
Twitter	587,000	386,300	-34.2%

### HRS 2021 Social Media Web Referrals

#### Visits to hrs.wsu.edu in 2021:

- Sessions: 409,300
- Sessions via social referral: 2,623

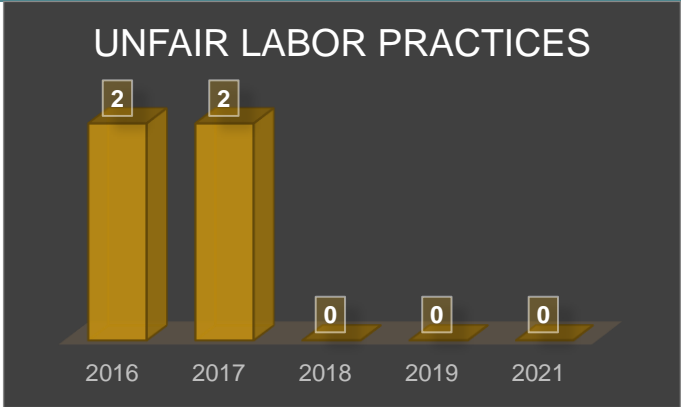
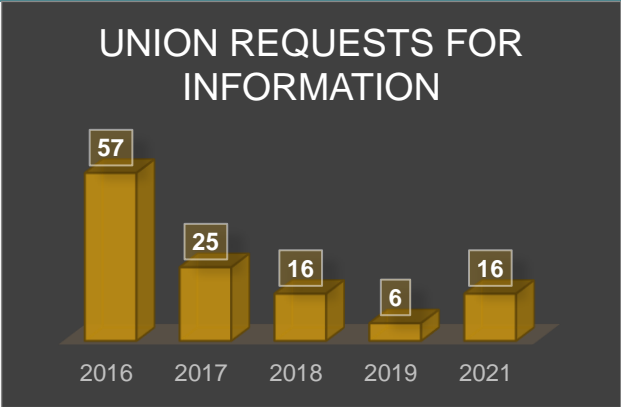
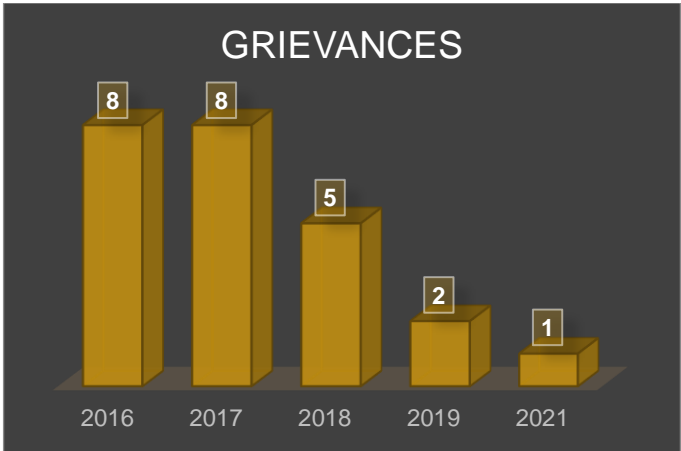
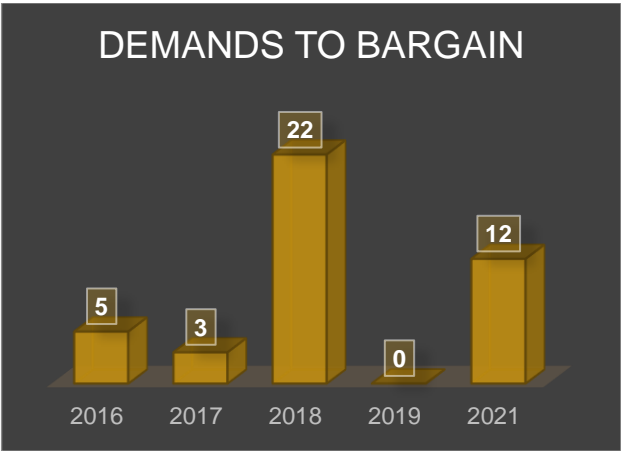
#### Top social media referrers:

Channel	Percent of referral traffic
Facebook	57%
Twitter	21%
YouTube	14%
LinkedIn	4%
Other	4%

LABOR RELATIONS:

The Labor Relations unit provides oversight over the following processes:

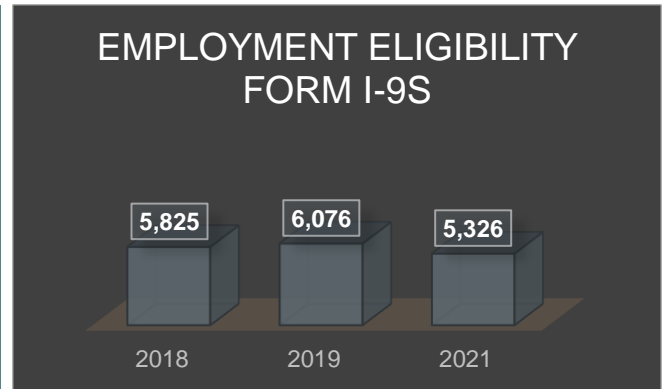
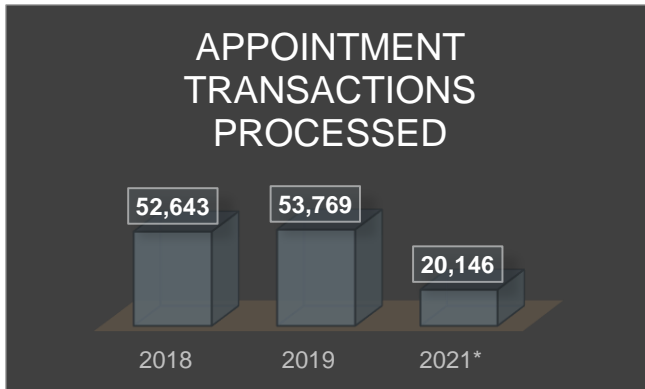
- Compliance
- Negotiations
- Contract Administration
- Union/Management Relations



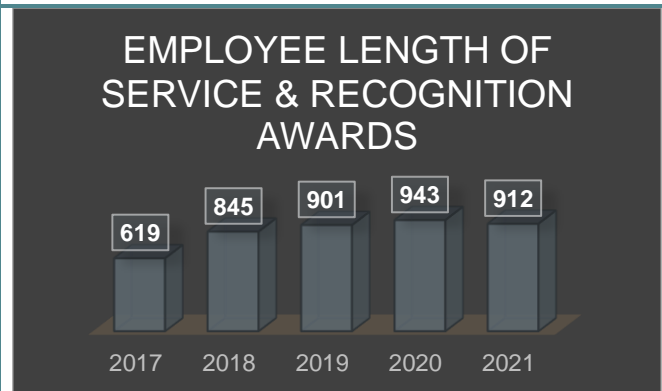
## RECORDS PROCESSING & ADMINISTRATION:

The Records Processing and Administration unit provides oversight over the following processes:

- Employee Recognition
- Information Technology (Internal)
- Position Control
- Records and Compliance



*\*Does not include hire and termination*





## SUMMARY OF 2021 KEY RECORDS PROCESSING & ADMINISTRATION DATA:

Initial Hires	SYSTEM-WIDE
Total	857

Separations*	SYSTEM-WIDE
Total	1,199

*\*These numbers do not reflect retirement*

Processing	SYSTEM-WIDE
Employment Eligibility Form I-9 created/updated	5,326
Leave Audits	746
Employment Verifications	3,825
SMS Verifications (July 1- Dec 31, 2021)	790
Unemployment claims	420

Record Holds and Requests*	LITIGATION HOLDS /PUBLIC RECORDS REQUESTS
Total	68

*\*These numbers do not reflect labor relations requests for information*

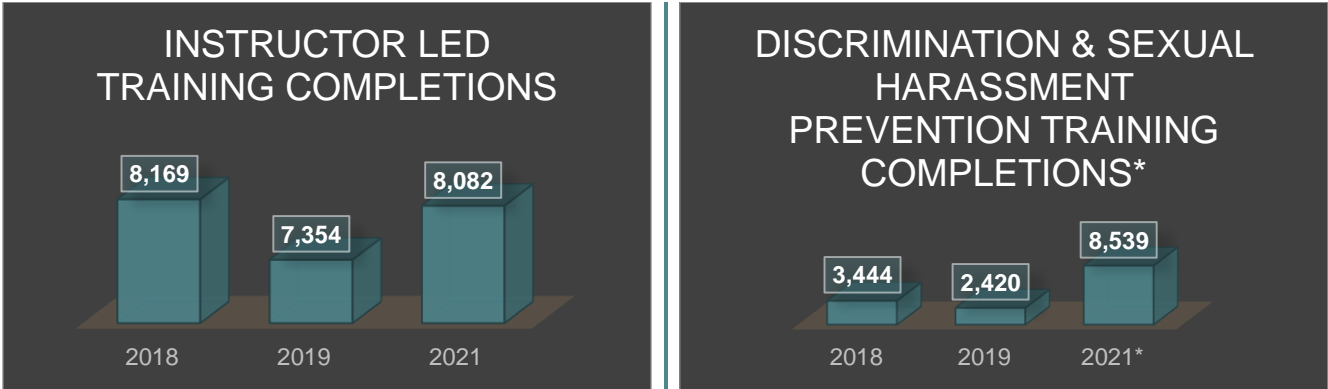
### Employee Recognition

***Length of Service Awards*** - 912 employees received an award and certificate of recognition for their length of service to WSU in 2021.

***Crimson Spirit Award*** - 12 employees were recognized by their peers for exemplary service and outstanding contributions to the University community in 2021.

LEARNING AND ORGANIZATIONAL DEVELOPMENT:

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*\*Increase in 2021 based on yearly mandate implemented in March 2021*

## SUMMARY OF 2021 KEY LEARNING AND ORGANIZATIONAL DEVELOPMENT DATA:

<b>New Employee Orientation Attendees</b>	SYSTEM-WIDE
New Employee Orientation - General Session	559
New Employee Retirement - AP/Faculty	296
New Employee Retirement - CS	210
<b>ILT - Course Completions</b>	SYSTEM-WIDE
Supervisory Training Series	525
Diversity and Equity Series	633
Leading in Cougar Country	153
Other Instructor-Led Training	6,772
<b>Total</b>	<b>8,082</b>
<b>Discrimination/Sexual Harassment Prevention</b>	SYSTEM-WIDE
ILT and Online Course Completions	8,539*
<i>*increase in 2021 based on yearly mandate</i>	
<b>Workday</b>	SYSTEM-WIDE
ILT and Online Course Completions	3,457
<b>Skillsoft - Online System</b>	SYSTEM-WIDE
Course Completions	981
Contact Hours - Total Users	923
Books - Total Users	359
<b>WSU - Online Course Completions</b>	SYSTEM-WIDE
Cash Handling	73
Clery Act Training	90
COVID-19 Related Courses	1,084
Customer Service - Online	72
Energy and Comfort Training at WSU	52
Fair Labor Standards Act	26
Roles and Responsibilities of the Supervisor	62
Recruitment Basics - Faculty	20
Recruitment Basics - Staff	32
WA State Mandated Procurement Training	592
WA State Contract Management Training	114
WSU Cyber Security Awareness-Core	875
WSU Dining: Staff Training	305
Other WSU Online Course Completions	6630
<b>Total</b>	<b>10,027</b>

## MODERNIZATION/HUMAN CAPITAL MANAGEMENT (HCM)

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After the launch on December 16, 2020 HCM moved into a three month period of hyper-care followed by our stabilization and optimization phase. Below is a list of the general activities the HCM team has been involved in over the past year.

### December 16, 2020- Launched Workday

#### Hyper care major activities January- March 2021

- Respond to service desk inquiries
- Corrected leave balances in system
- Corrected sup orgs in system
- Security role review and adjustment
- Updated work locations
- Researched and reviewed time blocks for overtime eligible employees
- First Workday Release March 2021

#### Stabilization and Optimization March 2021 to present

- Graduate Student processes
- Work study process
- Civil Service increases
- Faculty tenure and promotion processes
- Adjusted overtime thresholds and job profiles based on federal law: impacts to faculty and staff
- Sexual Harassment attestation
- Vaccination attestation
- Vaccination verification
- Hiring and salary freeze (put in and take out)
- Summer Session
- First fall hire
- Workday Release September 2021
- Position Budget Planning
- Adaptive Planning Scoping
- ADP Planning
- AP Comp Plan
- Helios Campus
- One WSU
- Temporary/Non-Permanent Rule review and planning
- October Listening Sessions with colleges and campuses
- Benefits Open Enrollment
- Add to the Reference Guide library. Reference Guide enhancements
- Add to the Report library. Report enhancements
- Added Integrations. Integration enhancements and break/fixes