2023
YEAR IN REVIEW

Human Resource Services Year in Review |2023|

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 2023. Reporting information includes important human resource data for the WSU system between January 1, 2023 and December 31, 2023.

2023 Major Efforts:

Academic Optimization and Enhancements

- Worked with Provost's Office and representative units to improve academic appointment reference guides, reporting, audits, and updated degree types and CIP codes to improve education data integrity.
- Added three academic units for College of Nursing and moved all their faculty into their respective units.

Administrative Professional Compensation Plan

- Implemented the AP Compensation Structure in May 2023, reducing compensation inequities, and bringing standardization to how positions are reviewed, graded, and compensated across the University System. This enhanced structure has eliminated the need to generate individualized salary data for every Administrative Professional position under review.

Benefits and Wellness

- Updated Voluntary Investment Plan document to comply with Secure 2.0 regulations.
- WA Cares Implementation (previously rolled out in 2021, stopped and re-rolled out in 2023).
- Enhanced Wellness program, establishing a devoted HRS Wellness Coordinator Analyst position to focus on wellbeing topics, training and outreach. Established system-wide Wellness Champion network.
- Extensive Open Enrollment presentations and education efforts to address substantial premium increases, including retiree sessions.
- Developed and published online maximum voluntary retirement contribution calculator.
- Configured and implemented new DCP Roth plan, with updated events and integrations.
- Implemented process improvements for SRP payments (new benefit plan) which eliminated ongoing production issues with multiple jobs and pay groups.

Employee Professional Development – Elevating Cougs

- Learning and Organizational Development and Change Management planned, organized and executed the inaugural Elevating Cougs conference.
- The conference delivered personal development, leadership development, and Workday training to 790 participants via 80 sessions, over 2 days.
- There were 92 speakers from all across the university system.
- The conference was WSU's largest ever employee development event.
- Received national recognition by CUPA-HR (College and University Professional Association for Human Resources).

Employee Recognition Reception

- Hosted live reception at eight WSU physical locations simultaneously; First year including physical locations at Mt. Vernon, Puyallup, and Wenatchee Research and Extension Centers.

Labor Contract Negotiations

- Implemented three successor Contracts and negotiated a new Contract representing approximately 1500 graduate level Academic Student Employees (ASE) as well as potentially hundreds of student temporary hourly across the WSU system. This Contract is only the second ASE Contract in state of Washington higher education.

Learning and Organizational Development

- Administered 2023 Employee Engagement Survey system wide with 40.9% response rate. Of responses received in 2023, 27.4% came from faculty, 43.2% from administrative professional, and 29.4% from classified staff.
- Launched four Leadership Development cohorts, including buildout of new website.
- System New Employee Orientation programmed for on-demand offering with an updated message from the President. Includes New Employee Benefit and Retirement Orientation.
- Migration to Percipio 2.0; all learners on one platform with expanded access to instructor led and on demand WSU content, including graduate assistants and non-permanent employees.
- Integrated and updated Asbestos required training (which had not been updated since the initial training creation 30 years ago) and FERPA required training from non-centralized web based trainings into Percipio allowing departments to more effectively assign and manage these University required trainings

Mass Salary Increases

- General Wage Increase (4%) for over 2,644 Civil Service Employees – July 1, 2023.
- General Wage Increase (2.5%) for 5,474 Faculty and Administrative Professional – October 1, 2023.

Performance Reviews

- Implemented Classified Staff performance review process in Workday for launch during the 2023-2024 review cycle.

Sexual Misconduct Statements

- Completed 2,871 sexual misconduct verification application reviews which required submitting 3,468 requests to 768 higher education institutions.
- Completed 1,227 requests for sexual misconduct verifications from other higher education institution.

Social Media Followers

Social Account	2022	2023	Percent change
LinkedIn	4,377	4,903	12% increase
Twitter	1,456	1,487	2% increase

Talent Acquisition

- Participated in 14 Career Fair/events across Washington, Oregon and Idaho.
- Developed and implemented recruitment incentives, including a hiring incentive for new employees to WSU and an employee referral incentive for current WSU employees who refer a new candidate to WSU.
- Revised and updated information and resources, to better assist the university in their recruitment and retention efforts.
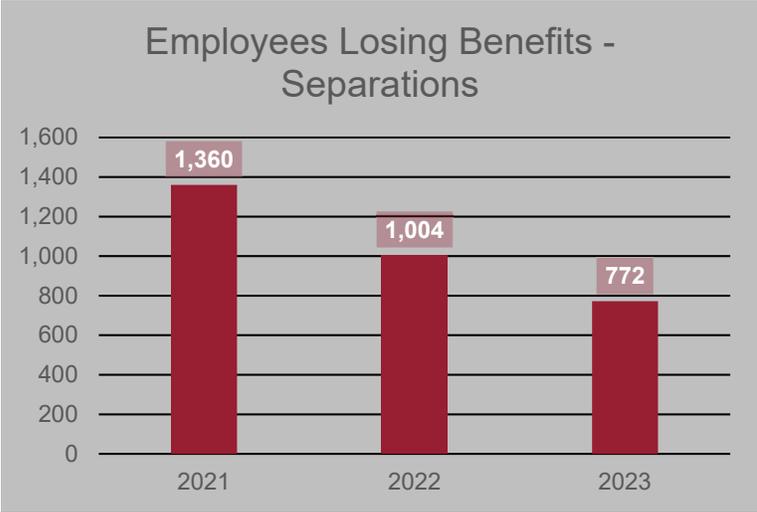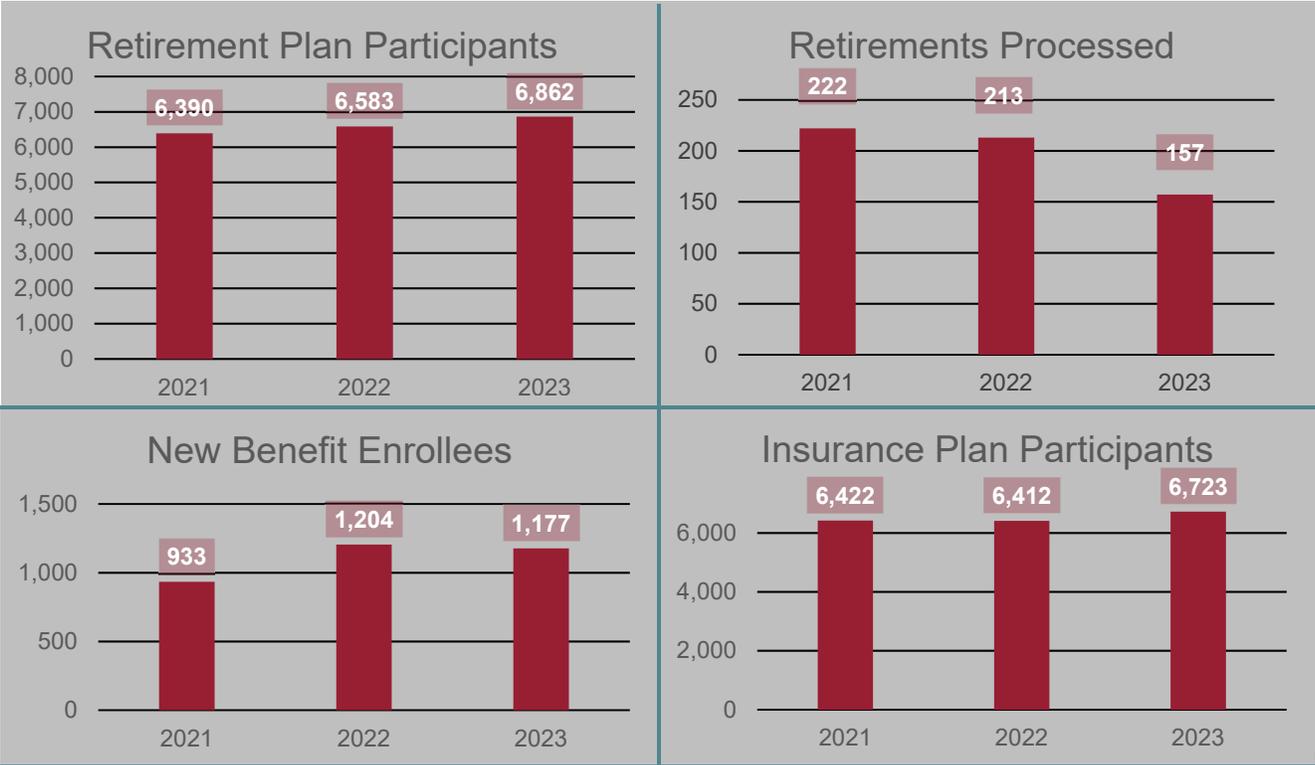
WA State Labor & Industries Minimum Salary Threshold Management

- Reviewed 282 affected positions for compliance with the latest change to the State of Washington salary test related to overtime eligibility. Advised areas on best practices.
- Managed the data process to implement a major increase in the number of employees affected by the overtime eligibility threshold improvement.

BENEFITS SERVICES:

The Benefits Services unit provides oversight over the following processes:

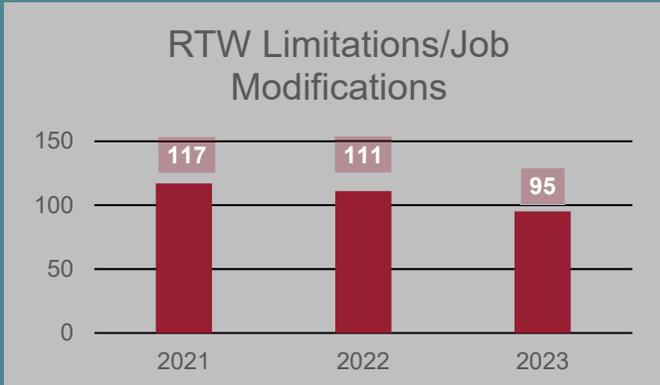- Benefits Administration
- Retirement
- Compliance
- Wellness

Retirement Plan Participants

Year	Value
2021	6,390
2022	6,583
2023	6,862

Retirements Processed

Year	Value
2021	222
2022	213
2023	157

New Benefit Enrollees

Year	Value
2021	933
2022	1,204
2023	1,177

Insurance Plan Participants

Year	Value
2021	6,422
2022	6,412
2023	6,723

Employees Losing Benefits - Separations
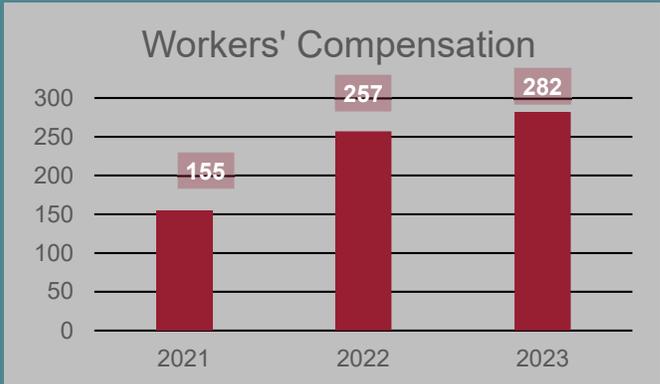
Year	Value
2021	1,360
2022	1,004
2023	772

SUMMARY OF 2023 KEY BENEFITS SERVICES DATA:

Benefits Participants	SYSTEM-WIDE
Insurance	6723
Retirement	6862

New Benefit Enrollees	SYSTEM-WIDE
Administrative Professional	315
Classified	404
Faculty	248
Transfers from other agencies	21
Hourly	193
Total	**1177**

Retirements	SYSTEM-WIDE
Regular Retirements	138
Phased Retirements & Separation Agreements	19
Total	**157**

Supplementation	SYSTEM-WIDE
Participants	472
Calculations Ran	51

Employees Losing Benefits - Separations	SYSTEM-WIDE
AP/CS/Hourly	411
Faculty	228
Seasonal Hourly	87
Reduction in Force/Layoff	6
Transfers to other agencies	22
Leave without Pay	18
Total	**772**

Other Benefit Processes	SYSTEM-WIDE
Medical Support Notices Processed	17
PEBB Appeals	44
PEBB Recourses	4
Employees offered changes in retirement plans due to classification change	115
New Employee Benefit/Retirement On-Demand Attendance	825
Employee, Retiree, and Survivor Deaths processed	81
Wellness Presentations/Attendees	19/510
ACA Marketplace Notifications Reviewed	49

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

Year	Value
2021	1,062
2022	1,104
2023	936

Long-Term Disability

Year	Value
2021	90
2022	133
2023	95

Shared Leave

Year	Value
2021	52
2022	63
2023	59

Workers' Compensation

Year	Value
2021	155
2022	257
2023	282

Reasonable Accommodation

Year	Value
2021	157
2022	265
2023	212

RTW Limitations/Job Modifications

Year	Value
2021	117
2022	111
2023	95

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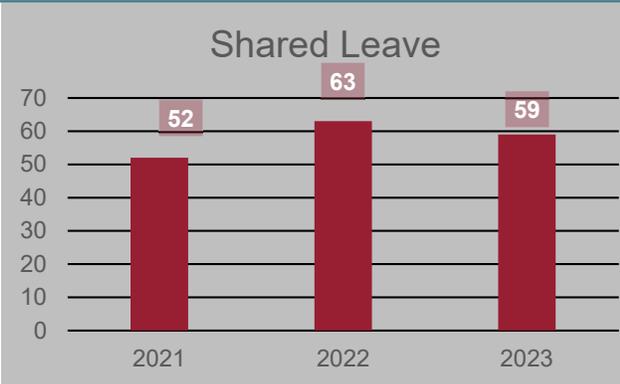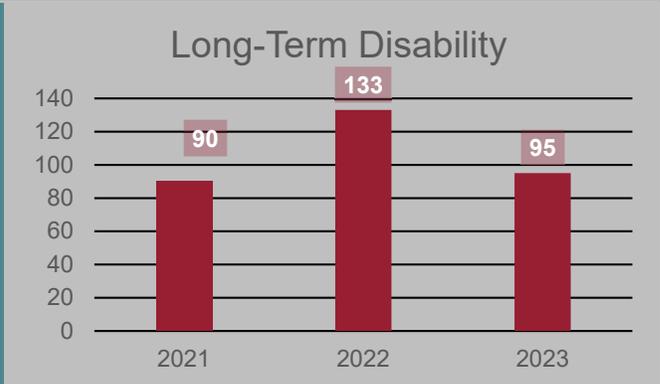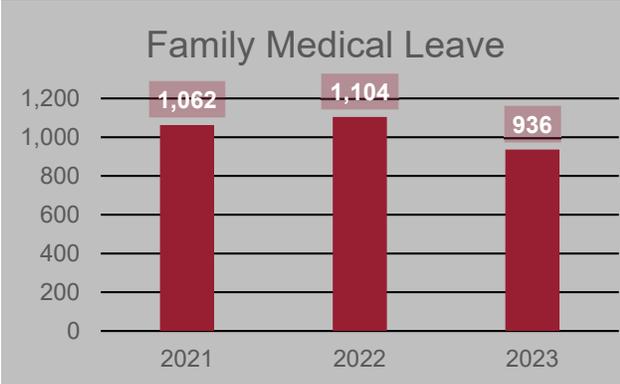
SUMMARY OF 2023 KEY DISABILITY SERVICES DATA*:

Family Medical Leave	WSU EVERETT	WSU PULLMAN	WSU SPOKANE	WSU TRI-CITIES	WSU VANCOUVER	SYSTEM-WIDE
Open	5	158	28	7	17	215
Closed	6	568	83	26	38	721
Total	11	726	111	33	55	936

Reasonable Accommodation	WSU EVERETT	WSU PULLMAN	WSU SPOKANE	WSU TRI-CITIES	WSU VANCOUVER	SYSTEM-WIDE
Open	2	96	13	1	6	116
Closed	0	86	10	8	12	116
Total	2	182	23	9	18	212

WSU Pullman manages all Disability Services related matters for the WSU system

Long Term Disability Cases	SYSTEM-WIDE
Open	59
Closed	36
Total	**95**

Shared Leave	SYSTEM-WIDE
Open	29
Closed	30
Total	**59**

Workers' Compensation	SYSTEM-WIDE
Open	94
Closed	188
Total	**282**

Return to Work Limitations/Job Modifications	SYSTEM-WIDE
Open	45
Closed	50
Total	**95**

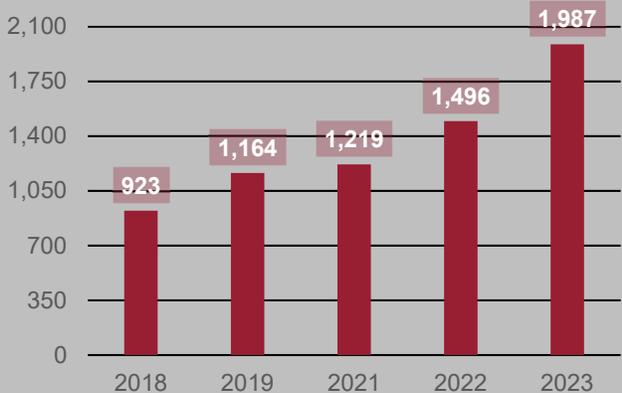| Paid Family Medical Leave (System-wide)	SYSTEM-WIDE
Open	184
Closed	323
Total	**507**

EMPLOYMENT SERVICES:

The Employment Services unit provides oversight over the following processes:

- Classification
- Employee Relations

- Compensation
- Talent Acquisition
- Learning and Organizational Development
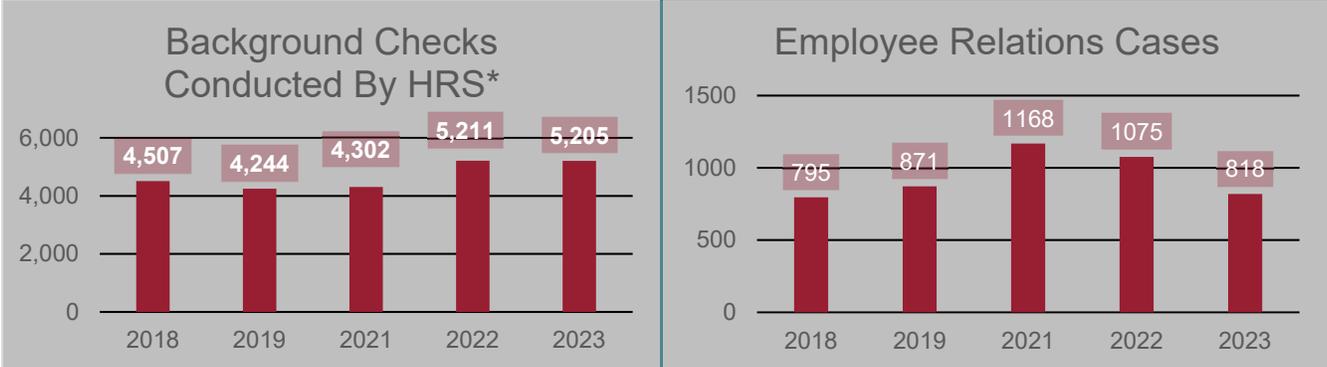
Background Checks Conducted By HRS*

Year	Value
2018	4,507
2019	4,244
2021	4,302
2022	5,211
2023	5,205

Employee Relations Cases

Year	Value
2018	795
2019	871
2021	1168
2022	1075
2023	818

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

Recruitments Conducted By HRS

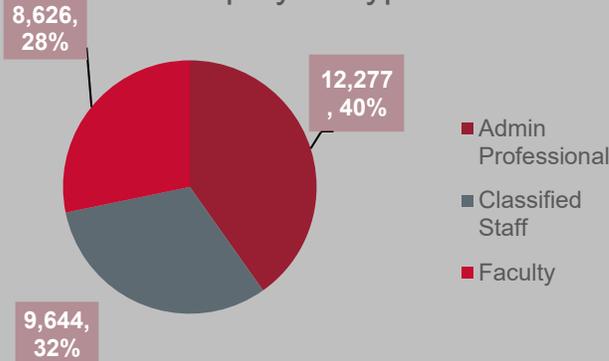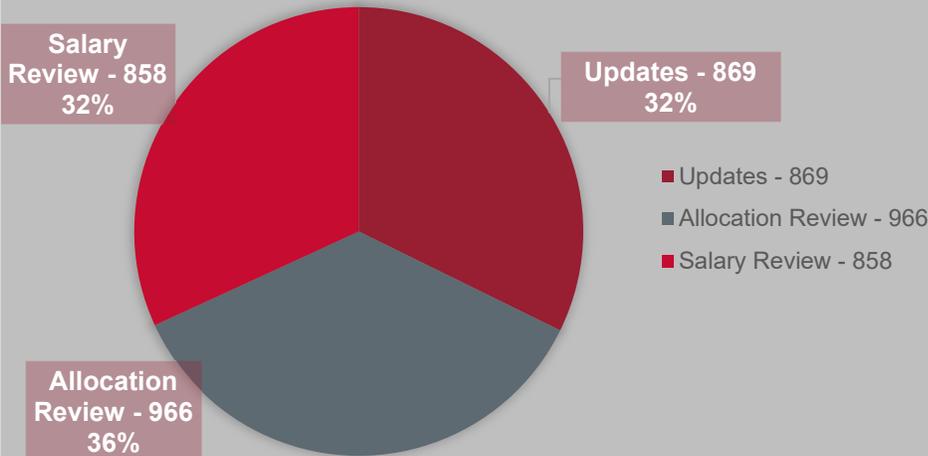| Year	Value
2018	923
2019	1,164
2021	1,219
2022	1,496
2023	1,987

Applications Received Through HRS

Year	Value
2018	16,375
2019	21,012
2021	16,132
2022	18,931
2023	30,547

Recruitments By Employee Type*

- Classified Staff: 554, 46%
- Admin Professional: 489, 40%
- Faculty: 174, 14%
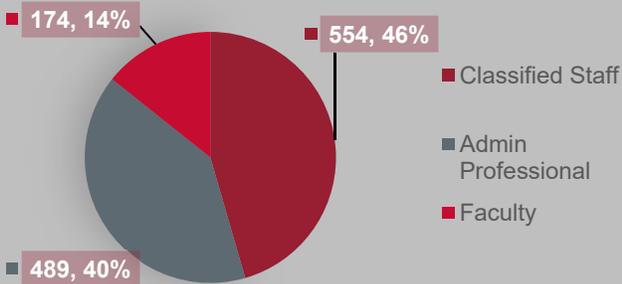
Applications Received By Employee Type

- Admin Professional: 12,277, 40%
- Classified Staff: 9,644, 32%
- Faculty: 8,626, 28%

Position Reviews By Action Type

- Updates - 869, 32%
- Allocation Review - 966, 36%
- Salary Review - 858, 32%

SUMMARY OF 2023 KEY EMPLOYMENT SERVICES DATA:

Background Checks*	WSU EVERETT	WSU PULLMAN	WSU SPOKANE	WSU TRI-CITIES	WSU VANCOUVER	SYSTEM-WIDE
HireRight/WSP	13	3025	1202	606	359	5205

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

Employee Relations†	WSU EVERETT	WSU PULLMAN	WSU SPOKANE	WSU TRI-CITIES	WSU VANCOUVER	SYSTEM-WIDE
Opened (2023)	14	549	97	34	124	818

†Data from significant actions and/or consultations only. Data does not include ongoing actions/ consultations opened in previous years
†Decrease due to Covid-19 restrictions being lifted. Religious Exemption Reviews are no longer conducted by the ES team.

Position Reviews*	WSU EVERETT	WSU PULLMAN	WSU SPOKANE	WSU TRI-CITIES	WSU VANCOUVER	WORKDAY**	SYSTEM-WIDE
Allocation Reviews	7	724	173	37	25	0	966
Salary Reviews	0	37	6	0	0	815	858
Updates	7	633	126	97	6	0	869
Total Actions	**14**	**1394**	**305**	**134**	**31**	**815**	**2693**

Data is pulled through OPDRS by college/area and includes actions approved and cancelled in 2023.
***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	245	459	66	770
Job Requisitions	554	489	174	1217

* Data from recruitments in the online application system which were opened or initiated in 2023.

** In Workday – Prior to April 2023, Evergreens were used to create a pool of applicants for a recruitment. Candidates apply to Evergreen and once a department was ready to move forward with hiring, they move candidates from the Evergreen to the Job Requisition to complete the hire process.

In late March 2023, WSU started posting Job Requisition for applicant to apply to directly. Evergreens are still used when a department has multiple positions in the same or similar classifications they are trying to fill through one recruitment effort. Due to this change in process, there was a significant decrease in Evergreens and an increase in Job Requisition from previous years.

System-Wide Job Requisitions Totals*	FILLED	CLOSED	ACTIVE	ALL	# APPLICANTS
Admin Professional	535	649	180	1364	12277
Classified	727	632	145	1504	9644
Faculty	133	145	163	441	8626
Total	**1395**	**1426**	**488**	**3309**	**30547**

* Data from recruitments in the online application system which were filled, canceled, or ongoing (active) in 2023, which includes some Evergreens and Job Requisitions that were initiated in 2022.

Applicant Demographics **|** System-Wide **|**

Gender*			Disability Status and Veteran Status*		
JOB CATEGORY	**FEMALE**	**MALE**	JOB CATEGORY	**DISABILITY**	**VETERAN**
Admin Prof	3457	2204	Admin Prof	609	183
Classified	2931	2290	Classified	802	181
Faculty	1210	1997	Faculty	213	72
Total	**7598**	**6491**	**Total**	**1624**	**436**

*Data from recruitments in the online application system which were filled in 2023
*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	79	95	20	194
ASIAN	657	424	1289	2370
BLACK OR AFRICAN AMERICAN	334	167	162	663
HISPANIC OR LATINO†	828	788	231	1847
NATIVE HAWAIIAN OR OTHER PACIFIC ISLANDER	25	25	4	54
WHITE	3780	3722	1366	8868
TWO OR MORE RACES	247	284	63	594
TOTAL				**12743**

**Data from recruitments in the online application system which were filled in 2023
**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
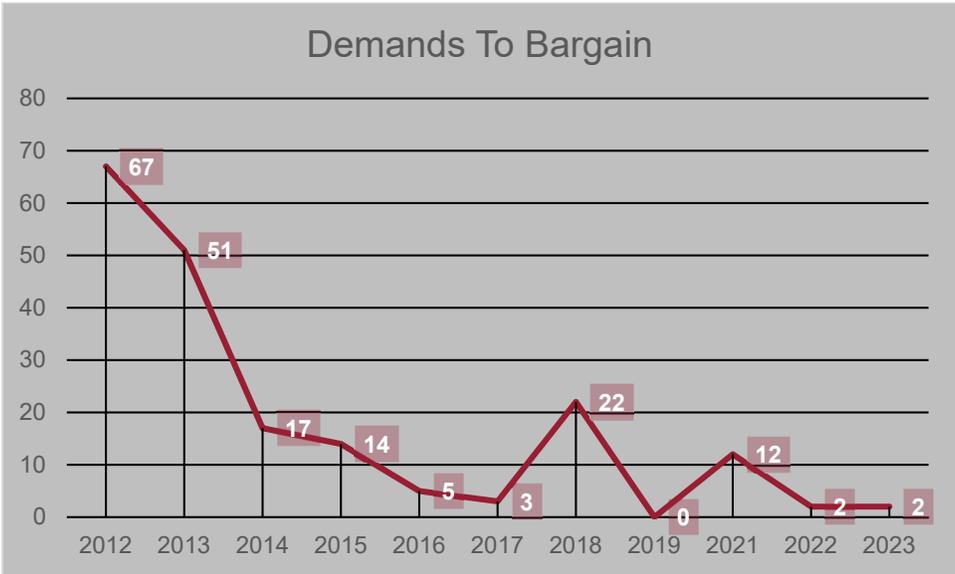
LABOR RELATIONS:

The Labor Relations unit provides oversight over the following processes and endeavors to enhance and maintain effective relations with union partners to mitigate or minimize labor related actions:

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

Demands to Bargain

A demand to bargain occurs when either party to a collective bargaining agreement requests to meet to negotiate in good faith a change with respect to wages, hours, and terms and conditions of employment. Parties are legally obligated to engage in the process.

Demands To Bargain

Year	Value
2012	67
2013	51
2014	17
2015	14
2016	5
2017	3
2018	22
2019	0
2021	12
2022	2
2023	2

Grievance

A grievance is a formal complaint or allegation by an employee or group of employees that part of the collective bargaining agreement has been violated.

Grievances

Year	Value
2012	27
2013	19
2014	11
2015	7
2016	8
2017	8
2018	5
2019	2
2021	1
2022	1
2023	1

Union Requests for Information

Requests for information by a Union they deem necessary and related to contract administration or bargaining. In addition to University maintained information, this may require making requests of non-University partners who may manage the information for the University.
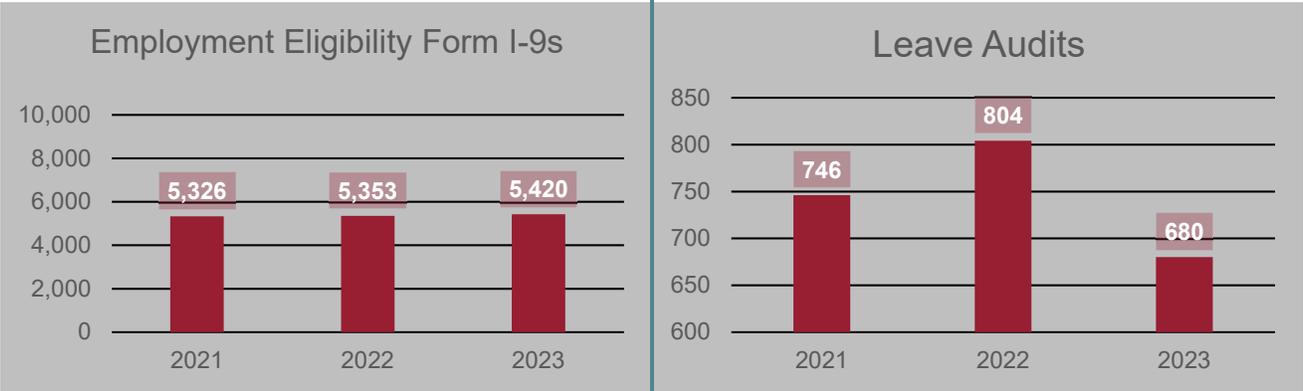
Union Requests For Information

Year	Value
2012	125
2013	126
2014	64
2015	143
2016	57
2017	25
2018	16
2019	6
2021	16
2022	5
2023	150
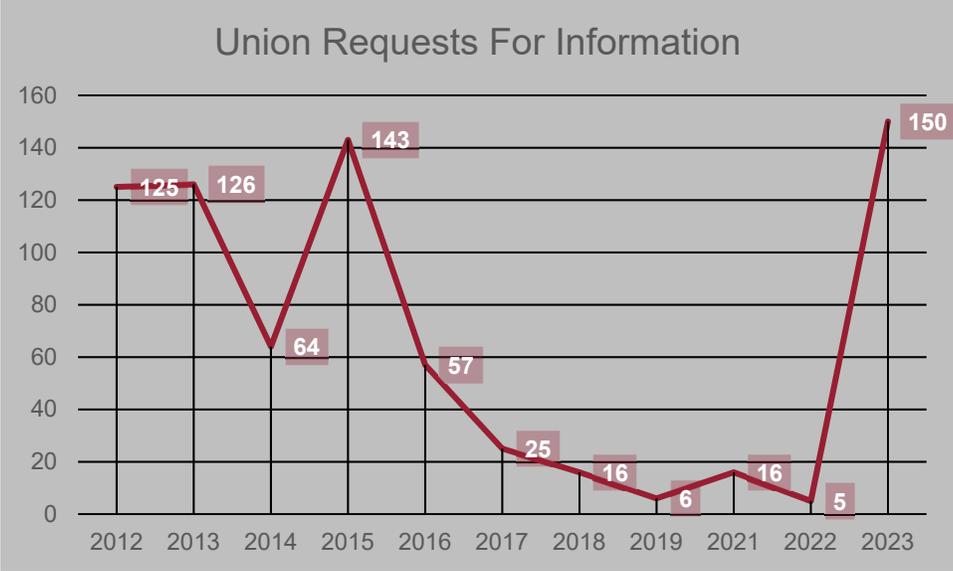
Unfair Labor Practice

An unfair labor practice charge may occur when the union or employer believes the other party has interfered with, restrained, or coerced employees in the exercise of their collective bargaining rights granted by statute.

Unfair Labor Practices

Year	Value
2012	8
2013	5
2014	3
2015	1
2016	2
2017	2
2018	0
2019	0
2021	0
2022	0
2023	1

EMPLOYEE RECORDS & COMPLIANCE:

The Employee Records & Compliance units provide oversight over the following processes:
- Personnel Records Compliance
- HRS Information Systems
- Non-Permanent Employment
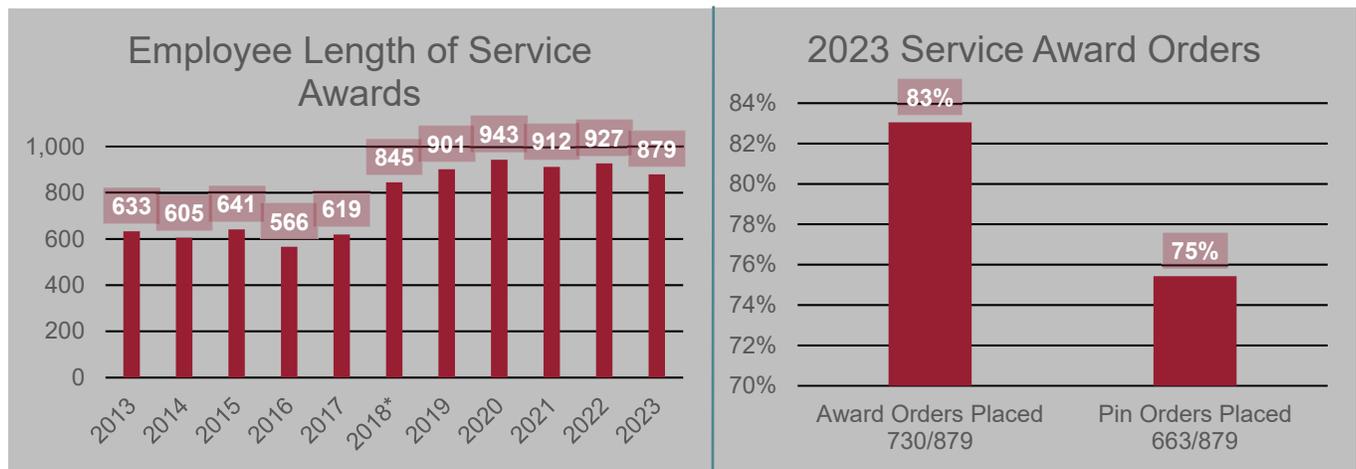- Time and Leave processes
- Employment Processing

Employment Eligibility Form I-9s

Year	Value
2021	5,326
2022	5,353
2023	5,420

Leave Audits

Year	Value
2021	746
2022	804
2023	680

SUMMARY OF 2023 KEY EMPLOYEE RECORDS & COMPLIANCE DATA:

Employment Processing	SYSTEM-WIDE
New Hires	1,143
Terminations (excluding retirement)	909
Add Jobs	356
Leave Audits	680

Non-Permanent Employment Processing	SYSTEM-WIDE
Create Positions	1,660
Hires	1,037
Terminations	386
Leave Payouts	204
Hourly Leave Transfers	549

Processing	SYSTEM-WIDE
Employment Eligibility Form I-9 Created/Updated	5,420
Employment Verifications*	3,011
SMS Verifications	1,227
Work Authorization Updates	507
Litigation Holds & Public Records Requests	80

*These numbers do not reflect labor relations requests for information

EMPLOYEE RECOGNITION

Employee Length of Service Awards chart showing values: 2013: 633, 2014: 605, 2015: 641, 2016: 566, 2017: 619, 2018*: 845, 2019: 901, 2020: 943, 2021: 912, 2022: 927, 2023: 879.

2023 Service Award Orders chart showing: Award Orders Placed 730/879: 83%, Pin Orders Placed 663/879: 75%.

In August 2018 the Employee Recognition Program was expanded to provide faculty recognition starting at five years of service; prior to August 2018, faculty received recognition at 25 years of service.

Length of Service Awards – 879 employees received an award and certificate of recognition for their length of service to WSU in 2023.

Crimson Spirit Award – 12 employees were recognized by their peers for exemplary service and outstanding contributions to the University community in 2023.

President's Employee Excellence Award – 40 nomination packets received in 2023; a 110% increase compared to number of nominations received in 2022 when HRS took over administrative support of the award from Finance and Administration.

Quarter Century Club – 69 employees were recognized at the 90th Annual Quarter Century Club Breakfast for reaching the milestone of 25 years of service during 2013.

Employee Recognition Reception - Every year WSU celebrates the amazing contributions of its faculty and staff at the Employee Recognition Reception. Employees are recognized for superior service and for reaching length-of-service milestones. The 17th Annual Employee Recognition Reception took place live on February 20, 2024, with over 350 individuals in attendance from the following WSU locations simultaneously:

- Mt. Vernon Northwestern Research and Extension Center
- Puyallup Research and Extension Center
- Wenatchee Tree and Fruit Research and Extension Center
- WSU Everett
- WSU Global Campus, experience.wsu.edu (*viewing only capabilities*)
- WSU Pullman
- WSU Spokane
- WSU Tri-Cities
- WSU Vancouver

SUMMARY OF 2023 KEY LEARNING AND ORGANIZATIONAL DEVELOPMENT DATA:

Required Training Completions*

Category	Value
Employee Rights and Responsiblities Under Executive Policy 15	8271
Ethics in Public Service	6721
Hazing Prevention	7217
Cybersecurity	8732
Safety Training	406
Asbestos Awareness	452

*Includes completions for faculty, staff, adjunct, student, graduate assistant and non-permanent employees.

Note: The following charts include an overview of learner activity for learners who are currently active users in Percipio. Includes faculty, staff, adjunct, student, graduate assistant and non-permanent employee types.

Summary

86,209
Total Views

🕐	Hours	23,908
🎓	Learners	4,032
📖	Unique Titles	13,358
✓	Completions	56,095

Courses

58,201
Total Course Views

🕐	Hours	3,229
🎓	Learners	1,746
📖	Unique Titles	1,444
✓	Completions	4,224

Books

1,949
Total Book Views

🕐	Hours	482
🎓	Learners	363
📖	Unique Titles	505
✓	Completions	78

Audiobooks

436
Total Audiobook Listens

🕐	Hours	270
🎓	Learners	90
📖	Unique Titles	93
✓	Completions	43

Linked Content

15,828
Total Linked Content Views

🕐	Hours	6,969
🎓	Learners	2,686
📖	Unique Titles	568
✓	Completions	6,856

Scheduled Content - Live Course

8,917
Total Scheduled Content Views

🕐	Hours	12,863
🎓	Learners	2,313
📖	Unique Titles	163
✓	Completions	6,210

Note: The following content access includes learner activity for all WSU learners, active and inactive.

Top Five WSU On-Demand Courses (8,180 Courses Accessed)	SYSTEM-WIDE
The Reality of Being a First-time Manager	1896
Percipio: An Overview	1513
Leadership Transitions: Becoming a Frontline Manager	1502
Expert Insights on Managing Yourself	984
Getting started in Excel 365	738

Top Five Percipio On-Demand Courses (58,403 Courses Accessed)	SYSTEM-WIDE
Community & Equity 101: Defining and Cultivating Inclusive Excellence at WSU	345
Get to Know Percipio	286
Procurement Card: New Cardholders	218
Employee Assistance Program - Disruptive and Bullying Behaviors: Considerations for the Workplace	164
Community & Equity 102: Who are You? Fostering Critical Self Awareness to Engage Across Difference	159

Top Five Books	SYSTEM-WIDE
CCT/CCNA Routing and Switching All-in-One Exam Guide (Exams 100-490 & 200-301)	348
Crucial Conversations: Tools for Talking When Stakes are High, Third Edition	68
Inclusive Conversations: Fostering Equity, Empathy, and Belonging across Differences	62
CompTIA A+ Certification Study Guide, Eleventh Edition (Exams 220-1101 & 220-1102)	53
CompTIA Linux+ Certification All-in-One Exam Guide: Exam XK0-004	48

Top Five Audiobooks	SYSTEM-WIDE
Inclusive Conversations: Fostering Equity, Empathy, and Belonging across Differences	162
Crucial Conversations: Tools for Talking When Stakes are High, Third Edition	37
How We Learn: The Surprising Truth About When, Where, and Why It Happens	15
The Power of Body Language: How to Succeed in Every Business and Social Encounter	13
Communication: How to Connect with Anyone	12

Top Five WSU Instructor Led Trainings	SYSTEM-WIDE
Get to Know Percipio	447
Community & Equity 101: Defining and Cultivating Inclusive Excellence at WSU	367
Procurement Card: New Cardholders	259
Adaptive Planning for University Budgets	218
Introduction to WSU Employment Policies	176

Top Five Percipio Live Course Offerings	SYSTEM-WIDE
Project Management Professional (PMP) ATP Bootcamp: 5 and 8 Day Cohorts	32
Introduction to Power BI Bootcamp	17
Leadercamp: How to Improve Productivity at Work	14
Leadercamp: The art of asking for help to get ahead in your career	12
Data Visualization and Storytelling Bootcamp	10

MODERNIZATION/HUMAN CAPITAL MANAGEMENT (HCM)

The Workday Human Capital Management (HCM) team continues to optimize the HR functions of our Workday modules. During 2023, the decision was made to extend the stabilization and optimization period. During this time, the HCM team implemented changes and suggestions from the university community but was largely focused on the needs of state mandated initiatives. The following is a list of high level achievements (not exhaustive).

Going forward, the HCM team will no longer report on routine annual events such as open enrollment or mass salary increases unless significant changes are noted as these items are covered in other functional areas of this report.

- Completed nearly 85 major changes in Workday
- Completed Phase 1 of the Recruit to Hire Efficiencies project, which included several large changes to recruiting processes.
- Adjustments to job posting requirements to include compensation range information per new RCW requirement.
- Completed Fair Change Act project to meet new Federal requirements regarding Federal Grant and Contract Funded positions.
- Configured and tested new Workday Performance processes for CS and AP. CS launched at the end of 2023. Launch included new role for Talent Partner, as well as reference guide and report.
- Created and enhanced over 60 reports
- Implemented two major Workday updates in March and September
- Provided post launch support and continued configuration changes for the new Nonpermanent employee types
- Identified, designed, and implemented needed updates for Bargaining Units
- Created alerts for leave balance caps in Workday
- Co-organized and executed the inaugural Elevating Cougs conference with Learning and Organizational Development. The conference delivered personal development, leadership development, and Workday training to 790 participants via 80 sessions, over 2 days. We had 92 speakers from all across the university system. The conference was WSU's largest ever employee development event.
- Updated all 460 Workday reference guides to increase usability and more searchable. Improved the Modernization website and Workday Digest to make it easier for users to find the content they need (latest news and training resources) quickly and easily.