



CENTRAL WASHINGTON UNIVERSITY

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Annual Human Resources Evaluation **July 1, 2007 to June 30, 2008**

During the past year, the HR staff has done an exemplary job in partnering with the campus constituents. The HR Strategic Plan that was originally adopted in July, 2006 and is reviewed and revised annually is the tool that establishes the major performance indicators for the Human Resources Department.

Recap of major accomplishments over the past year include:

- Exempt Compensation Program concept developed and disseminated, all exempt position descriptions reviewed and matched using the compensation tool salary.com
- Second Training Survey conducted, 375 responses
- All HR performance evaluations completed annually
- Initial contract negotiations with PSE completed
- Employee Appreciation annual awards program held
- HRSA 8.9 upgrade completed on time
- Financial planning and retirement readiness training developed and presented
- Service level expectations published
- Established performance indicators web page
- Participated in accreditation review of Standard 6
- Revamped exit survey and developed entrance survey
- Expanded background checks process to all employees and faculty, nationwide

Specific performance goals for the department and the status of each performance indicator for the period July 1, 2007 to June 30, 2008 are

Goal 1~ The HR Dept. will adopt a culture and an organizational structure that recognizes high performance and provides exceptional service. (BFA Goal 1, 3, 5)

- ☑ Several customer based focus groups were utilized this past year to help in the development of programs. This included the review of the recruitment process and cycle, development of an entrance survey, review and modification to the exit survey, analysis of the performance management program, and development of the workforce enrichment program that includes the components of mentoring, succession planning, performance management, training and recruitment.

Goal 2 ~ The HR Dept. will become more flexible in responding to a dynamic external environment. (BFA Goal 1, 3, 5)

- ☑ The HR web page continues to be upgraded and enhanced to improve visibility and ease of use. Enhancements have included the recruitment cycle, benefits, and the work/life program.

- There has been continued active involvement with OEO to ensure a diverse candidate pool of applicants. The Scope of Search policy was modified and approved as the new Recruitment, Retention and Hiring policy. Included in the new procedure is a process for reporting quarterly exceptions to the recruitment process.

Goal 3 ~ The HR Dept. will develop joint partnerships at all levels of the organization. (BFA Goal 1, 5)

- Staff has attended numerous division council and department meetings providing information on performance management, compensation, training, recruitment, labor relations, PeopleAdmin, etc. The HR Rep and Recruitment Specialist have also visited the different centers. The Training Administrator is working with the centers to develop a training curriculum for them which will include distance education and onsite training.

Goal 4 ~ Enhance the level of trust and collaboration between CWU and the HR Dept. (BFA Goal 1, 5)

- Based on the feedback from the 2006 customer service survey, action items completed during this fiscal year include:
 - The policy and procedures review was completed.
 - Financial planning and retirement readiness training programs were developed and presented, - programs will be offered semi-annually.
 - PeopleAdmin on-going training was provided.

Goal 5 ~ In partnership with CWU, reduce the amount of non-value added activities that are required by CWU for compliance and process control. (BFA Goal 1, 3, 5, 6)

- The HR Advisory Group (HR Consortium) was formed and includes representatives from each of the divisions, classified and exempt staff. The groups function is to give feedback to HR on the effectiveness and efficiency of its services and the development of programs and initiatives. Second, it is to assist in communicating ideas and information to the campus community. The group will meet on a quarterly basis and has met twice during which time the HR staff updated them on various projects.
- All HR policies and procedures have been approved through PAC and are in the process of being incorporated into the administrative policy section for the university. This includes:

Policies ~

Background Check	Probationary/Trial Service
Educational Benefits	Promotional
Flexwork	Recruitment, Retention & Hiring
FMLA	Rehiring Retirees
Leave	Salary Determination
Military Leave	Telework
Faculty & Exempt Staff Retention	Training and Development
Performance Management	Uniform Shared Leave Pool
Personnel Records	Workplace Violence

Procedures ~

Background Check
Certification
Educational Benefits
Leave
Military Leave
Monitoring Temp/Hourly
Performance Management
Workplace Violence
Personnel Records
Flexwork

Position Review
Probationary/Trial Service
Promotional
Recruitment and Hiring
Retiree Re-hire
Salary Determination
Staff Retention
Training and Development
Uniformed Shared leave Pool
Telework

- The exempt employees' code was also updated, separating out the policy from procedure.

Goal 6~ The HR Dept. will initiate value driven activities (BFA Goal 2, 3, 6)

- The recruitment plan was reviewed by a focus group and revised, incorporating the full recruitment cycle to provide a more transparent process and ease of use by the user. HR continues to work with OEO in looking at how we recruit a diverse candidate pool. One new component was the addition of a group ad in the Yakima Herald and Daily Record to provide a central place for individuals to find vacancies at CWU. There have been 25 group ads in each paper with over 65 positions advertised in each. To better evaluate why employees join the CWU team and why they leave, the focus group restructured the exit survey and developed an entrance survey. The process for both will be coordinated by HR.
- The new monthly employee orientation program began in May. New employees are provided the date of the program they should attend in the hire letter which is within one month of hire. This ensures that all employees are provided information regarding the university at the beginning of their tenure.
- The Workforce Enrichment Resources program, which incorporates mentoring, succession planning, performance management, recruitment and training, was developed and the succession planning and mentoring components will be implemented in fall, 2008. The program provides the community with tools to assess and evaluate the succession of their workforce in preparation for retirements, resignations or other absences. Succession strategies will mitigate risk associated with turnover and cultivate existing talent. The mentoring program is designed to promote employee development and increase retention through the sharing of general and institutional knowledge.

Goal 7 ~ The performance management process will be used effectively throughout the University (BFA Goal 1, 2, 3)

- A performance based program has been drafted. The program includes a timetable for implementation. In addition, it provides a guide for those departments interested in a 360° performance evaluation tool. The university continues to need to emphasize annual evaluations before performance confirmation for non-represented classified staff can begin through the Department of Personnel. The completion of the performance evaluations and expectations has steadily risen over the year increasing from 47% to 64% for the university, classified and exempt combined.

Goal 8 ~ The HR Dept will provide and facilitate ongoing professional development.... (BFA Goal 2, 3, 6)

- The training registration program which is being developed by MTIS has not been completed due to their work load. It is anticipated that we will be able to roll out the program in the fall.
- A follow up training survey was conducted in June to evaluate and assess the current program and to determine the needs of the community. There have been 58 classes presented, 776 attendees with an average of 13 attendees per class. HR has presented 34 of the 58 classes, 445 attendees. The e-learning program that was implemented last year has been discontinued due to problems with the sub-contractor. Other on-line programs are being explored.

Goal 9 ~ The HR Dept. will assess, review, and make appropriate recommendations to improve the total compensation ... for staff. (BFA Goal 2, 6)

- The second phase of the exempt compensation review was completed. Using CUPA matches we had only been able to match approximately 50% of the positions. Updated position descriptions (PD) were requested - out of 234 positions HR received 159 new PD's. Based on the updated PD's or PD's in the employees file, all exempt positions were matched to a position in salary.com. All exempt employees and their supervisor have received a copy of the individual match and direct reports match and are being given the opportunity to ask questions before a final decision is made as to whether the university will change compensation tools. Additional meetings were also held with exempt employees and the EEA Governing Board and a final overview will be presented to the EEA Governing Board in October.
- The annual total compensation summary was provided to all staff and faculty in January.
- The telework / flex schedule program was re-evaluated, enhanced and expanded to encompass all aspects of "Work / Life Balance". The process and procedures were streamlined, the web page updated with various resource links and a policy for both programs was developed and approved. The annual benefits fair incorporated the additional resource of wellness this past year and will be expanded in the upcoming year to provide additional information to the community.

Goal 10 ~ The HR Dept will use technology to increase access to HR services. (BFA Goal 3, 5)

- The HR web page has undergone additional modifications to make it more user friendly.
- The benefit enrollment form has been set up as a web-based form for ease of completion by the user.
- The department has begun the research and review of the time and labor module / absence management for implementation next fiscal year.

Goal 11 ~ Ensure the HR Dept. is fully engaged and prepared for HRMS 8.9 conversion. (BFA Goal 3)

- HR was fully involved in the 8.9 conversion and the project was completed on time. There was a great collaboration of effort by several departments that ensured the success of the project.

Goal 12 ~ Enhance the HR Depts. ability to process and audit service requests (BFA Goal 3)

- The self service capability is still not used completely. There are issues with the module we own and the need for additional modules to make the system truly self service.

There will need to be further review before determining what part or parts of self service can be used.

Goal 13 ~ Improve and enhance the users' functionality with PeopleAdmin (PA). (BFA Goal 1, 2)

- Ongoing training has been provided. In addition, the work flow and all other documents have been placed onto the web page. Cheat sheets were developed to assist each individual in the system with tools on how to navigate the system. Emails have been improved. Through the re-organization of HR in early 2007, the recruitment role has been better delineated and staff resources dedicated to this activity. A new Recruitment Specialist was hired in April and brings additional expertise in this area. A recruitment training program will be rolled out in the fall as part of the supervisory enrichment program.

During this past fiscal year, several key positions were filled. This included the Director of Labor and Employment Relations, the newly configured Office Manager (previously titled Department Secretary), Recruitment Specialist, and HR Consultant.

The HR staff is a team of professionals who strive for excellence and works diligently to meet the ever increasing needs of the campus. The staff continues to look at best practices and how those practices can be integrated into the department. They have all worked very hard as is evidenced by the accomplishments discussed above.