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CENTRAL WASHINGTON UNIVERSITY

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*Your future is Central.*

## **CWU - HUMAN RESOURCES DEPARTMENT**

### **STRATEGIC PLAN**

**Revised - July 1, 2007**

# CWU – HRD Strategic Plan

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## CWU – HRD Strategic Plan

### Executive Summary

#### *STRATEGIC ISSUES FACING CWU HUMAN RESOURCES DEPARTMENT*

This strategic plan represents the CWU Human Resources Department's annual review of its mission in light of the dynamic forces and changes within the internal and external environment. The Department brings strategic value to the mission of the University through the leveraging of human resources. This plan identifies the four top priorities that the Human Resources Department must continually address to achieve and maintain its Mission, adhere to its Values, and progress towards its Vision. The plan outlines goals and objectives for addressing each priority. The Human Resources Department intersects and touches every aspect of University life. This requires the plan to be extremely well aligned with the goals and objectives outlined in the Central Washington University Strategic Plan.

#### **Priority 1:**

Maintain and strengthen strategic partnerships to provide innovative solutions and visionary leadership while maintaining appropriate technical/transactional services within the constraints of limited resources.

#### **Priority 2:**

Maintain the balance of responding to the dynamic needs of the University environment while being a supportive link and partner.

#### **Priority 3:**

Attract and retain a diverse, high quality faculty and staff by broadening the University's reputation as an employer of choice.

#### **Priority 4:**

Capitalize on new and existing technology and redesign policy and business practices, to optimize service delivery, data integrity, and reduce costs.

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### *Mission Statement*

In partnership with the University community, provide excellent human resources services, innovative solutions, and visionary leadership in support of the educational mission.

### *Statement of Values*

#### **We value...**

*Our customers...* as our number one priority and the primary focus of our advocacy, our planning, our service, and our stewardship. That all members of the University community are treated with respect and dignity, have opportunities for professional growth and development, receive fair and equitable treatment, and work in a safe environment.

*Our human resources staff...* as enthusiastic, dedicated, responsive professionals who work collaboratively as a team, trust and respect each other, demonstrate personal integrity, and are committed to maintaining the highest level of service to our customers.

*Our University...* as a special place for faculty, staff, and students, providing a unique and invaluable opportunity to work and learn.

*Our partners...* working relationships with skilled professionals internal and external to the University who, through their specialties and expertise, help us to accomplish our mission.

## CWU – HRD Strategic Plan

### *Vision Statement*

- ◇ To ensure that the University is an employer of choice.
- ◇ To be a valued partner at all levels of the University.
- ◇ To be a leader of innovative Human Resources (HR) services.

We envision the CWU Human Resources Department as being recognized as ...

An organization guided by the concepts of flexibility, creativity and timely responsiveness to the many and diverse needs of employees (individuals or groups) and administrators seeking its array of consultative and support services.

An effective and efficient organization to both external and internal constituencies that provides practical, reliable advice and services to all employees, managers and administrators.

A dynamic, responsive organization with the internal capability to address emerging needs and issues.

An integral part of the strategic planning process at all levels of the University, with the ability to understand, and bring value, to the missions of our customers.

A highly effective, transformational organization that has replaced the procedural/transactional focus with a strategic, value added, leadership focus.

An organization that is a supported, highly valued, and respected partner for senior leadership in accomplishing the University's mission.

An organization whose staff members demonstrate these professional qualities, competencies, and attitudes through:

- ⇒ An ability to clearly articulate the role and value of human resources in meeting the needs of our customers.
- ⇒ A commitment to work together as a team, which includes both our internal and external partnerships.
- ⇒ An ability and desire to redefine and simplify business strategies, structures, and processes to improve organizational efficiency and competitiveness.
- ⇒ An eagerness to acquire and apply professional/technical knowledge, skills, experience, and judgments to accomplish results and serve customers better.
- ⇒ An ability to generate innovative solutions, explore non-traditional ideas, and apply best practices to ensure impact of mission and key initiatives.
- ⇒ An ability, and passion, to respond to the customer's needs in a manner that provides added value and generates significant customer satisfaction.
- ⇒ Demonstrating excellence, honesty, and integrity by actions that reflect professional standards and acting respectfully when working with customers and each other.

## CWU – HRD Strategic Plan

### *Human Resources' Purpose Within the Business and Financial Affairs Division*

As part of the Business and Financial Affairs Division and in support of its mission, vision and values, the CWU Human Resources Department provides human resource services for the University staff and faculty.

The Human Resources Department major areas of service delivery are:

- Strategic Planning
- Employee Relations
- Labor Relations
- Recruitment and Retention
- Professional and Leadership Development
- Compensation and Classification Administration
- Benefits Administration
- HR Policies/Procedures and Compliance
- Awards and Recognition
- Organizational Change
- Human Resource Information Systems (HRIS)

The CWU Human Resources Department, under the leadership of the Assistant Vice President, is divided into the areas of:

- Benefits and HRIS;
- Employment and Labor Relations Operations;
- Training and Development; and
- Administration

Each of the areas is responsible for implementing specific parts of the strategic plan and initiatives.

## CWU – HRD Strategic Plan

### *Nature and Extent of HR Activities*

#### **Benefits & HRIS includes:**

##### Benefits

- Provides leadership and strategic direction for all benefits related issues within the University.
- Provides accurate and timely benefit consultation to individuals.
- Partners with external and internal resources for outstanding benefits administration.
- Ensures that the University's fiduciary responsibility is met.
- Coordinates the work-life program.

##### Information Services

- Provides leadership and strategic direction for all human resource information systems (HRIS) issues.
- Serves as liaison for all HRIS users, including Human Resources, Payroll, Student Administration, IT, as well as internal and external report users.
- Provides leadership in practices and standards to ensure data integrity.
- Strengthens technical competencies of HRIS users.
- Manages Human Resources Department web presence.

#### **Employment and Labor Relations Operations includes:**

##### Employment Relations

- Acts in the capacity of an HR Ambassador, strengthening the understanding of the role of human resources throughout the University community.
- Serves as the key HR liaison by providing leadership and strategic direction to the university in support of the overall day-to-day human resources operations to include such areas as recruitment, classification, compensation, performance management, policy administration/implementation, etc.
- Provides integrated advice and consultation to client constituencies on strategic compensation, classification and recruitment management, and organization and job design.
- Provides leadership and strategic direction for all aspects of the employment process including recruitment, retention, compensation and classification review, and policy review and interpretation.
- Conducts/participates in total compensation reviews/surveys and maintains current total compensation information relative to external markets.
- Oversees and assesses the recruitment program to ensure recruitment and retention of qualified and diverse individuals.
- Leads and guides the implementation of organizational reviews/job restructuring programs and strategic compensation projects.
- Consistently reviews CWU HR policies to ensure that they are relevant to customer needs and works closely with campus community to develop, review, or change those policies and procedures that are not value added.

##### Labor Relations

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- Provides leadership and coordination for all labor relations activities/administration.
- Ensures compliance with collective bargaining agreement.
- Coordinates with and maintains good working relationships with bargaining unit representatives.

### **Training and Development includes:**

- Provides leadership and coordination for training and development activities and initiatives through the Human Resources Department.
- Provides assistance to all levels of the University in the area of organizational development and change management. Assists senior leadership with strategic planning for change initiatives.
- Encourages and actively communicates best practices to supervisors and managers. Works with departments to leverage human resources to achieve unit and institutional mission.
- Designs, coordinates and implements training programs to assist the University in accomplishing its mission.
- Provides coordination and oversight of the CWU Staff Leadership Programs.
- Provides assistance and guidance in the development of succession plans and mentoring programs.
- Provides leadership for the identification, prioritization, and addressing of critical and emerging human resource issues. In partnership with customers, facilitates the development of strategic plans, solutions, and recommendations to address issues and clearly communicates actions and goals.

### **Administration includes:**

- Provides assistance and support to applicants with on-line recruitment program (PeopleAdmin) and testing.
- Responds to initial inquiries regarding HR systems serving as the first point of customer contact.
- Maintains the HR and medical files in compliance with federal and state laws and regulations.
- Oversees the employee appreciation program and provides support for the employee council.

## CWU – HRD Strategic Plan

### GOALS AND OBJECTIVES

#### Priority 1:

*Maintain and strengthen strategic partnerships to provide innovative solutions and visionary leadership while maintaining appropriate technical/transactional services within the constraints of limited resources.*

**Goal 1-** The Human Resources Department will adopt a culture and an organizational structure that recognizes high performance and provides exceptional service. (BFA Goal 1, 3, 5)

**(A) Objective 1:** Increase responsibility and accountability of staff to provide consistent, exceptional service.

#### **By the end of FY08**

**Action 1** – Disseminate HR service level expectations to customers.

**Action 2** – Implement customer-based forums and focus groups to solicit feedback on service performance.

**Goal 2-** The Human Resources Department will become more flexible in responding to a dynamic, external environment. (BFA Goal 1, 3, 5)

**(A) Objective 1:** Increase collaborations and partnerships with external consultants/partners.

#### **Ongoing**

**Action 1** – Continue to develop alliances with external experts to assist with diversity initiatives.

**Action 2** – Continue to work with constituents to foster a partnership versus an approval process.

**(B) Objective 2:** Improve HR's ability to respond to changing customer demands and issues.

#### **By the end of FY08**

**Action 1** – Review approval levels for human resources transaction activities and decentralize those approvals that can be accomplished by staff closer to the customer.

**Action 2** – Decentralize human resources transaction decision-making to the department level whenever possible and appropriate in conjunction with HRIS upgrade.

#### **By the end of FY 09**

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**Action 3** – Provide on-line enrollment for healthcare benefits through HCA with interface to HRIS.

### **Ongoing**

**Action 4** – Provide ongoing training to managers and supervisors on changing human resource issues, policies and practices, and skills.

**Action 5** – Coordinate and/or provide access to financial planning and retirement readiness tools for employees.

**Action 6** – Continue to streamline internal processes and eliminate paperwork.

**(C) Objective 3:** Ensure compliance with changing Federal and State benefit regulations and provide input on revision of state regulations.

### **By the end of FY08**

**Action 1** – Review and revise the CWU retirement plan documents to ensure compliance with Federal 403b regulation changes.

**Goal 3** - The Human Resources Department will develop joint partnerships at all levels of the organization. (BFA Goal 1, 5)

**(A) Objective 1:** Maintain human resources visibility on campus.

### **Ongoing**

**Action 1** - HR staff will regularly do outreach and attend department meetings to provide consultation, information and training.

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### **Priority 2:**

*Maintain the balance of responding to the dynamic needs of the University environment while being a supportive link and partner.*

**Goal 4** – Enhance the level of trust and collaboration between CWU and the Human Resources Department. (BFA Goal 1, 5)

**(A) Objective 1:** Seek opportunities to bring CWU and Human Resources Department together to explore ways to enhance their relationship.

#### **By the end of FY 09**

**Action 1** – Conduct a follow-up customer survey to identify trends and issues.

**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)

**(A) Objective 1:** Develop a model of excellent service delivery and customer satisfaction.

#### **By the end of FY08**

**Action 1** – Create a HR Advisory Council, which consists of key HR customers. This would not be a governance group but rather a forum that would provide end-user feedback on current and proposed system-wide human resource policies and practices.

#### **Ongoing**

**Action 2** – Develop, evaluate and implement best practices models and methods.

**(B) Objective 2:** Continually review human resource policies to ensure that they are relevant to the current environment, meet institutional needs, and articulate institutional values.

#### **By the end of FY08**

**Action 1** – Review and revise all human resource policies and procedures and ensure ready access on-line.

#### **Ongoing**

**Action 1** – Identify and prioritize the top issues/policies that impact human resource operations and develop collaborative strategies to review the issues.

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### Priority 3:

*Attract and retain a diverse, high quality faculty and staff by broadening the University's reputation as an employer of choice.*

**Goal 6** – The Human Resources Department will initiate value driven activities, which will guide CWU towards being a community that actively seeks and welcomes a more diverse faculty and staff that supports and values diversity. (BFA Goal 2, 3, 6)

**(A) Objective 1:** Identify innovative programs and approaches to recruit and retain faculty and staff to increase the University's diversity.

#### By the end of FY08

**Action 1** – In partnership with senior leadership, develop a strategy for recruiting diverse faculty and staff including:

- Clear accountabilities to achieve the progress envisioned in this plan
- Incentives for academic and academic support units for developing models of excellence for increasing diversity
- Identify skill shortages and changes in the market due to age, demographics, and other factors that will affect future recruitment and retention.

**Action 2** – Assess, design and implement new staff orientation program that assists with the assimilation of faculty and staff within the University community.

**Action 3** – Develop recruiting materials and resources oriented towards attracting diverse faculty and staff.

**Action 4** – Create a mentoring program that highlights cultural assimilation, mobility, and professional development.

#### By the end of FY 09

**Action 5** – Develop a retention program in concert with an internal focus group to review and provide recommendations on strategies to maintain a strong, stable workforce.

#### Ongoing

**Action 6** – Continue to actively partner with the University to advocate for and develop strategies and activities focused on the recruitment and retention of a diverse faculty and staff.

**Goal 7** – The performance management process will be used effectively throughout the University and is a part of the managerial accountability criteria. (BFA Goal 1, 2, 3)

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**(A) Objective 1:** Assist managers to improve the quality and consistency of the performance management process.

### **By the end of FY08**

**Action 1** – Design and recommend a performance management program that includes items such as pay for performance, bonuses, 360° program, etc.

**Action 2** – Incorporate new performance management training into professional development program for leaders.

**Action 3** – Incorporate new performance management training into the new employee orientation process and staff development.

**Goal 8** – The Human Resources Department will provide and facilitate ongoing professional development opportunities that will impact organizational performance and job satisfaction. (BFA Goal 2, 3, 6)

**(A) Objective 1:** Create and implement a CWU Staff Leadership Program for supervisors, managers, and executives.

### **By the end of FY08**

**Action 1** – Create and pilot a professional development program for supervisors and managers.

**Action 2** – Work with Academic Affairs to begin to lay the groundwork to include faculty managers into leadership management development program.

**Action 3** – Develop focus group to evaluate and recommend training obstacles and solutions for employees at the Centers.

**(B) Objective 2:** Create and/or provide ongoing professional development opportunities for university staff to build competencies needed to address emerging and critical issues.

### **By the end of FY09**

**Action 1** – Conduct a follow up training needs survey.

**Action 2** – Expand e-learning programs reviewing options for development of in-house on-line training programs.

**Action 3** – Develop one-on-one training programs to facilitate coaching and mentoring of staff.

### **Ongoing**

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**Action 4** – Identify gaps in available program needs and develop strategies to respond to fill those gaps.

**(C) Objective 3:** Achieve the capacity to coordinate communication and registration of University training and professional development activities under HR umbrella, which will allow centralized access and information regarding all University-related professional development opportunities.

### **By the end of FY08**

**Action 1** – Work with internal resources to develop technology to coordinate registration of university-wide professional development and training activities.

**(D) Objective 4:** Develop and implement a succession plan.

### **By the end of FY08**

**Action 1** – Identify potential knowledge gaps resulting from the departure of staff and faculty to include those who will be eligible for retirement.

**Action 2** – In concert with the divisions, establish a plan for transfer of institutional knowledge to include recruitment and training.

**Action 3** – Incorporate competency strategies from the performance management program into the succession plan.

**Goal 9:** The Human Resources Department will assess, review, and make appropriate recommendations to improve the total compensation, awards and recognition opportunities for staff. (BFA Goal 2, 6)

**(A) Objective 1:** Evaluate all compensation programs to address market competitiveness issues and develop a total compensation philosophy and strategy.

### **By the end of FY08**

**Action 1** - Thoroughly review the exempt compensation survey tool (salary.com) and develop a comprehensive exempt compensation program to maintain the University's market position at a competitive level.

### **By the end of FY09**

**Action 2** – Thoroughly review the temporary hourly employment and compensation structure and develop a comprehensive program.

### **Ongoing**

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**Action 2** – Disseminate an annual total compensation summary.

**(B) Objective 2:** Improve classification process in order to make it more responsive and relevant to the business and operational requirements of the University.

### **Ongoing**

**Action 3** – Continually review classifications and requests for reallocations to minimize the misuse of classifications as compensation tool.

**(C) Objective 2:** Evaluate and recommend changes in the work/life programs.

### **By the end of FY 08**

**Action 1** – Review the telecommuting/flex work program and make appropriate recommendations for any changes to the current program.

### **Ongoing**

**Action 2** – Identify other work/life strategies, research viability within CWU and recommend action.

**Action 3** – Coordinate with the wellness programs under the “healthiest state” initiative.

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### **Priority 4:**

*Capitalize on new and existing technology and redesign policy and business practices, to optimize service delivery, data integrity, and reduce costs.*

**Goal 10-** The Human Resources Department will use technology to increase access to human resource services. (BFA Goal 3, 5)

**(A) Objective 1:** Maximize use of the Human Resources Department Web Site.

#### **By the end of FY08**

**Action 1** – Streamline the employee benefit enrollment through the use of web-based forms.

**Action 2** – Assess the web page for adequacy of ‘a’ to ‘z’ links; add a FAQ page; establish a search engine for the web page; and develop tips on how to find information on the HR web site.

#### **Ongoing**

**Action 3** – Continually upgrade and update the Human Resources Department’s web site to provide user friendly access and navigation to a broad spectrum of human resource information, opportunities and services.

**(B) Objective 2:** Evaluate and identify ability to use document management solutions that fully supports the needs of HR.

#### **By the end of FY08**

**Action 1** – Continue review of document management solutions and seek additional funding to support implementation, if necessary.

#### **By the end of FY09**

**Action 2** – If feasible, implement a document management solution within the Human Resources Department.

**Goal 11** – Ensure that the Human Resources Department is fully engaged in, prepared for Human Resources Information System (HRIS) 8.9 conversion, and maximizes the use of the new system. (BFA Goal 3)

**(A) Objective 1:** Expand participation with IT for HR module installation.

#### **By the end of FY08**

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**Action 1** – Work in partnership with IT team to ensure that HR is fully represented during conversion.

**(B) Objective 2:** Assess new functionality of HRIS 8.9 and how it meets the users’ needs.

**Action 1** – Assess and identify other modules for implementation after conversion, such as work flow and time and labor.

**Action 2** - Work with HRSA Executive Committee to determine implementation of modules and other functionality to take advantage of system capabilities.

**Action 3** - Provide training for end user prior to conversion.

**Goal 12** – Enhance the Human Resources Departments ability to process and audit service requests more efficiently, without additional personnel. (BFA Goal 3)

**(A) Objective 1:** Streamline and automate data processes based on HRIS 8.9 functionality.

### **By the end of FY08**

**Action 1** – Expand self-service capabilities for input by managers and employees.

**Goal 13** – Improve and enhance the users’ functionality with PeopleAdmin.

**(A) Objective 1:** Review and incorporate the new functionality of PeopleAdmin.

### **By the end of FY08**

**Action 1** - Assess and recommend changes to streamline processes.

**Action 2** - Improve end user training by providing regular group and individual training and support.

**Action 3** - Develop and maintain online area work flow documents, “cheat sheets”, and other appropriate documents to assist the end user with PeopleAdmin.

**Action 4** – Assess email notifications for clarity and usefulness.

**Action 5** – Conduct end user survey to assess usability and problems.

### **By the end of FY09**

**Action 6** – Assess feasibility of integration between HRIS and PeopleAdmin and implement, if feasible.