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CENTRAL WASHINGTON UNIVERSITY

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*Your future is Central.*



# **CWU - HUMAN RESOURCES DEPARTMENT**

## **STRATEGIC PLAN**

**Revised - July 1, 2008**

## CWU – HRD Strategic Plan

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**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 three 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 by responding to the dynamic needs of the university to provide innovative solutions and visionary leadership.

**Priority 2:**

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

**Priority 3:**

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

**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...*as skilled professionals internal and external to the University who, through their specialties and expertise, help us to accomplish our mission.

**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 system 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.
- ⇒ Excellence, honesty, and integrity by actions that reflect professional standards and acting respectfully when working with customers and each other.

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### ***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 organized into the areas of:

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

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

**NATURE AND EXTENT OF HR ACTIVITIES**

**Benefits & HRIS**

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.

**Labor and Employment Relations**

Employment Relations

- Acts as an ambassador, strengthening the understanding of the role of human resources throughout the University community.
- Serves as the key HR liaison by providing consultation, leadership, and strategic direction to the university in support of the overall human resources operations to include such areas as:
  - ✓ recruitment,
  - ✓ retention,
  - ✓ classification,
  - ✓ compensation,
  - ✓ performance management,
  - ✓ policy administration and implementation, and
  - ✓ regulatory compliance.

Labor Relations

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

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### **Training and Development**

- 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.
- Provides coordination of the CWU Workforce Enrichment Program.
- Coordinates the mentoring program.

### **Administration**

- Coordinates overall office functions.
- Responds to initial inquiries regarding HR services, as the first point of customer contact.
- Provides assistance and support to applicants during application and testing process.
- Maintains all official HR files and documents in compliance with federal and state laws and regulations.
- Responsible for data entry and integrity in the HRIS.
- Oversees the employee appreciation program and provides support for the employee council.
- Manages Human Resources Department web presence.

**HR GOALS AND OBJECTIVES ~ for FY 09 unless otherwise specified**

**Goal 1** – The Retirement Plan for Faculty and Exempt Staff will be amended to comply with new Federal requirements and to ensure best practices in plan administration. (BFA Goals 2 & 6; Priority 2)

**Objective 1:** Ensure compliance with changing Federal and State benefit regulations and provide input on revision of state regulations.

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

**Action 2** – Amend internal procedures and revise employee education and communication in accordance with plan changes and best practices.

**Goal 2** – 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 of diversity. (BFA Goals 2, 3, & 6; Priority 2)

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

**Action 1** – Develop resources oriented towards attracting and retaining diverse faculty and staff. Partner with OEO to:

- meet quarterly to identify target groups from the AA plan to enhance outreach to groups identified with greatest underrepresentation on campus and to discuss strategies to conduct outreach to those groups.
- work to develop relationships with diverse communities locally and statewide to promote the university as an employer of choice, using demographic information to identify communities from the AA plan and other sources such as the Governors Office of Indian Affairs (GOIA); Commission on African American Affairs; Commission on Hispanic Affairs; and Commission on Pan American Asian Affairs.
- identify and participate in events that target attendance by diverse communities such as the Faculty and Staff of Color conference and other events, and by maintaining contact with and participating in the Washington State Diversity Employment Network (WSDEN) sponsored by the Department of Personnel

**Action 2** – Work with CWU Public Relations and OEO to create an ad campaign that provides outreach to the diverse populations of Central Washington; the Pacific Northwest and the nation.

**Action 3** – Identify and network with diversity recruiters in other WA higher education institutions to evaluate underutilization and best practices being utilized.

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**Action 4** – Monthly review rationales for not hiring individuals who were interviewed and provide report quarterly report of trends, training needs, etc.

**Action 5** – Assess and develop plan to attract job candidates from Kittitas and Yakima counties.

**Goal 3** – Improve and enhance the users' functionality with PeopleAdmin. (BFA Goals 2, 3, & 6; Priority 3 )

**Objective 1:** Review functionality of PeopleAdmin.

**Action 1** – Revise applicant search tools for both Job Category and Department.

**Action 2** – Develop and provide semi-annual training for search committee members and ensure that each search committee is trained prior to beginning search process.

**By the end of FY10**

**Action 1** – Assess feasibility of integration between HRIS and PeopleAdmin and implement, if feasible.

**Goal 4** – The performance management process will be used effectively throughout the University and as part of the managerial accountability criteria. (BFA Goals 1, 2, & 3; Priorities 1 & 2))

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

**Action 1** – Expand and refine the performance management training for inclusion in the new employee orientation process.

**Action 2** – HR Reps meet quarterly with division groups assigned to discuss quarterly performance management statistics, review specific improvements and to promote methods of ensuring annual evaluations are completed timely.

**Goal 5** – The Human Resources Department will provide and facilitate ongoing professional development opportunities that will impact organizational performance and job satisfaction. (BFA Goals 2, 3, & 6; Priorities 1 & 2)

**Objective 1:** Create and/or provide ongoing professional development opportunities for university staff to build competencies needed to address current, emerging and critical issues.

**Action 1** – Analyze the feasibility for developing and implementing internal web based training programs.

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**Action 2** – Coordinate and develop a structured plan for facilitating scheduled training and development programs through distance education, individualized training calendar, online methodology, and/or through intermittent on-site visitations to CWU Centers.

**Objective 2:** 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.

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

**Objective 3:** Implement a mentoring and succession plan that highlights cultural assimilation, mobility and professional development.

**Action 1** – Identify potential knowledge gaps resulting from the departure of staff 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 succession planning and training.

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

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

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

**Action 1** – Thoroughly review the temporary hourly employment and compensation structure and develop a comprehensive program.

**Action 2** – Ensure that all civil service position descriptions are updated.

**Action 3** – Develop tracking system to monitor and report currency of all position descriptions.

**Action 4** – Ensure that all civil service position descriptions properly reflect FLSA exemption status.

**Action 5** – Present plan for implementation of performance based pay program for exempt employees.

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**Action 6** – Assess and identify timeframe for performance confirmation process for non-represented civil service employees.

**Goal 7** - The Human Resources Department will use technology to increase access to human resource services and enhance the ability to process and audit service requests efficiently. (BFA Goals 3& 5; Priority 3)

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

**Action 1** – Assess the web page for adequacy to include ‘a’ to ‘z’ links; add a FAQ page for recruitment, benefits and employment areas; and develop tips on how to find information on the HR web site.

**Objective 2:** More fully utilize HRIS automated capabilities in collecting, tracking and processing of leave usage and time worked.

**Action 1** – Implement a positive timekeeping system.

**Action 2** – If feasible, implement Time and Labor and/or Absence Management modules to report and manage leave usage and to report time worked for overtime eligible staff, hourly and student employees.

**Objective 3:** Streamline and automate data processes based on HRIS 8.9 functionality.

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

**Goal 8:** Develop and strengthen external partnerships. (BFA Goal 5; Priority 1)

**Objective 1:** Discuss with local network of HR professionals development of a coalition to share ideas and best practices.

**Action 1:** Identify employers in Kittitas County and the HR contact.

**Action 2:** Schedule a meeting or conference to meet and exchange ideas.