

## Human Resources Administration: Risk Management Report

### BACKGROUND

The Executive, Audit and Governance Committee (EAGC) annually reviews with university leadership the top risks that may impact Oregon State University's ability to meet its mission and objectives. Each of the identified top risks is assigned to one of the board committees based on alignment with the committee's charter and workload. Human Resource Administration and its objective to attract and retain the best talent, improve retention and reduce claims and litigation through effective HR and related business processes and system data improvements represents an enterprise risk of continuing relevance.

### STATUS UPDATE

A summary of risk oversight included in Attachment 1 provides an overview of the last fiscal year's activities as well as plans for the coming year.

During FY24, the university undertook work to clarify the values, vision, and mission for human resources management at OSU, as led by the Office of University Human Resources. Strategic priorities include attracting and retaining high caliber, high performing employees so that OSU is an employer of choice. Work in FY25 will prioritize actions to support OSU's new strategic plan, *Prosperity Widely Shared*.

The university identified three key areas of HR focus to be responsive and competitive in the current labor market:

- Continuing to develop human resources tools that improve the employee experience throughout their employment at OSU;
- Preparing to respond to the bargaining, education and compliance needs of four unique labor contracts<sup>11</sup>;
- Dedicating appropriate HR-related resources to enable OSU's success in achieving the goals of *Prosperity Widely Shared*.

Progress on these three key areas is summarized below.

### NEXT STEPS

The university, guided by the University Human Resources leadership team, will continue to evaluate and respond to emerging risks related to employment and labor concerns.

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<sup>11</sup> The four labor unions are the United Academics of Oregon State University (UAOSU) that represent academic faculty, the Coalition of Graduate Employees (CGE) that represent the Graduate Assistants, the Service Employee International Union (SEIU) that represent the classified employees in a joint contract across the seven Oregon Public Universities, and the Oregon State Public Safety Association (OSPSA) that represent the public safety professionals.

**Oregon State University  
Enterprise Risk Management FY2024 Priorities  
Human Resources Administration**

Risk Topic Oversight Summary						
Board Oversight Committee	Risk Topic	University Goal	Type(s) of Risks to be Prevented	Risk Owner(s)	Primary Risk Mitigation Strategy(ies) <sup>2</sup>	Risk Mitigation Team
Executive Audit and Governance	Human Resources Administration	Attract and retain the best talent, improve retention, and reduce claims and litigation through effective HR and related business processes and system improvements.	Operational (safety), Compliance, Financial, Reputational	Provost	Reduce, Avoid, Share/Insure	Provost & Chief Human Resources Officer

<sup>1</sup> Definitions of mitigation strategies:

Avoid: Discontinue the activities that present unacceptable risk  
Share/Insure: Transfer the risk through insurance programs

Reduce: Implement controls, practices, programs to lessen the risk  
Accept: Proceed with the activity because the benefit outweighs the risk

Mitigation Plan	
Objective 1: Attract and retain the best talent	
Actions to Satisfy Objective	Status Report
<p>A. Adapt hiring and employment practices to have a competitive advantage.</p>	<p><b>Actions implemented during FY24:</b></p> <ul style="list-style-type: none"> <li>• Utilized new sourcing tools including LinkedIn, HigherEdJobs and Seekout.</li> <li>• Improved the onboarding experience for new employees and provided enhanced visibility to supervisors.</li> <li>• Took steps toward pay transparency including posting of realistic salary ranges for professional faculty positions.</li> <li>• Provided new wellness tools and resources to respond to mental health needs of employees and their dependents in a culturally responsive manner. Launched Lyra Health November of 2023.</li> <li>• Developed resources for employees with diverse identity characteristics to build community, belonging and connections.</li> <li>• Developed competitive flexible work arrangement policies.</li> <li>• Contracted with a professional employer organization (PEO) to enable legally compliant hiring across the globe.</li> <li>• Explored new compensation mechanisms (bonuses, incentives, retention) and employee recognition plans.</li> </ul> <p><b>Actions underway for FY25:</b></p> <ul style="list-style-type: none"> <li>• Launch new lifestyle benefits program (e.g., cancer insurance, pet insurance, critical care insurance, auto and home policies) in Fall of 2024 to enhance our benefits offering as we strive to be an employer of choice in Higher Education.</li> <li>• Continue building awareness regarding work life programs, affinity groups, mental health support resources and wellness resources available to employees to support the health of our workforce. Transform the UHR website enhancing the experience of potential and current employees.</li> </ul>

	<ul style="list-style-type: none"> <li>• Redesign and centralize recruitment resources so that hiring units engaging in these processes have streamlined access to resources for positive search practices and support.</li> <li>• Provide a clear roadmap for internal search processes.</li> <li>• Transform OSU’s processes for background checks and employment verifications by moving to new vendors that support more efficient and expedient completion of these key functions.</li> <li>• Adopt new recruitment practices that demonstrate that the values of diversity, equity and inclusion (DEI) are not expressed in an answer to a single question but in a comprehensive manner that can be observed in how an individual works and relates to others.</li> <li>• Hire a Talent Acquisition Partner to assist with recruiting related to the strategic plan and to set up an internal Executive Search Function.</li> <li>• Develop new position posting language unique to the university and the college/unit.</li> <li>• Utilize data from employees who depart from the university to further inform new initiatives and areas for improvement.</li> <li>• Continue to develop resources for employees with diverse identity characteristics to build community, belonging and connections. Facilitate connections starting during the onboarding process with welcome meetings, group onboarding and facilitated connection events.</li> <li>• Partner with multiple offices on campus to develop housing support resources for new and existing employees.</li> <li>• Design career progression support for employees to reflect both equal opportunity and internal advancement options.</li> </ul>
<p><b>Objective 2: Improve OSU’s capability to engage and manage its workforce to support employee retention and reduce claims and litigation.</b></p>	
<p>A. Continue to enhance human resources tools to offer a modern platform for employees to engage in</p>	<p><b>Actions implemented during FY24:</b></p> <ul style="list-style-type: none"> <li>• Sought input from stakeholders on the changes needed in the new systems to respond to their most pressing needs.</li> </ul>

<p>processes and find relevant employing information improving the employee experience.</p>	<ul style="list-style-type: none"> <li>• Refined the onboarding experience for new employees to include an onboarding process that begins in an online portal that allows employees to perform tasks at their convenience and provides for fewer manual human resources processes. This has already increased first day readiness for employees in the first iteration. In the coming year, as phases of the Identity and Access Management project are implemented by UIT we will see additional technology related gains in the onboarding process.</li> <li>• Supported employees in preparing for and participating in the Administrative Modernization Project that will transform all UHR processes as we move into Workday. Adopting a growth mindset across all URH teams and a new focus on the skills/competencies needed to accomplish critical strategic work.</li> </ul> <p><b>Actions underway for FY25:</b></p> <ul style="list-style-type: none"> <li>• Invest in technology that provides automation and makes resources available to employees on multiple platforms in real time.</li> <li>• Continue to improve HR Systems Delivery in ServiceNow to develop responsive processes that guide employees and supervisors through critical events in the employee lifecycle.</li> <li>• Continue to seek input from stakeholders on the changes needed in the new systems to respond to their most pressing needs.</li> <li>• Reduce the manual and administrative work that HR teams complete each day, increasing capacity to provide consultation to employees and supervisors.</li> <li>• Continue to refine the onboarding experience for new employees and internal OSU employees moving positions. Incorporate Information Technology Service Management (ITSM) into the onboarding process for new employees.</li> </ul>
<p>B. Provide responsive, transparent services and strategic support to OSU departments and units.</p>	<p><b>Actions implemented during FY24:</b></p> <ul style="list-style-type: none"> <li>• Facilitated monthly forums to provide updates and guidance regarding key processes for employees and units that happen throughout the course of the year.</li> <li>• Facilitated monthly meetings with units and departments with representatives of UHR teams to listen to concerns and respond with collaborative/strategic efforts.</li> <li>• Introduced a dedicated compliance team within UHR that manages legal and labor related compliance tasks. Refinements have been made in communication, tracking processes, updated policies, and more, which in turn reduces risks and administrative</li> </ul>

	<p>costs.</p> <ul style="list-style-type: none"> <li>• Launched the monthly Supervisor Newsletter with informative and timely resources for supervisors.</li> </ul> <p><b>Actions underway for FY25:</b></p> <ul style="list-style-type: none"> <li>• Collaborate with employees and supervisors to navigate unexpected employment matters.</li> <li>• Improve collaboration between UHR and Office of General Counsel to anticipate risk and seek proactive and preventative ways to train and educate supervisors in managing employee relation matters.</li> <li>• Continue to facilitate monthly forums to provide updates and guidance regarding key processes for employees and units that happen throughout the course of the year.</li> <li>• Continue to facilitate monthly meetings with units and departments with representatives of HR teams to listen to concerns and respond with collaborative/strategic efforts.</li> </ul>
<p>C. Prepare the university to respond to the bargaining, education and compliance needs of four unique labor contracts and equip supervisors with training and coaching support in alignment with the labor agreements.</p>	<p><b>Actions implemented during FY24:</b></p> <ul style="list-style-type: none"> <li>• Recruited and hired two new Employee and Labor Relations professionals to assist with the enhanced labor activity expected for FY24 and moving forward.</li> <li>• Prepared and executed critical research and preparation needed for the negotiations during FY24.</li> <li>• Began offering monthly supervisor forums and a supervisor newsletter. These resources provided OSU supervisors with timely information, operational process reminders, tips, tools, and information on learning and development opportunities.</li> <li>• Launched enhanced CORE training for supervisors during FY24 and pilot program Supervisor 101 for all supervisors at OSU that explains OSU’s organizational structure, the expectations of supervisors, labor law and employment law basics as well as the tools and resources available to supervisors.</li> </ul> <p><b>Actions underway for FY25:</b></p> <ul style="list-style-type: none"> <li>• Continue to prepare for the ongoing negotiations during FY24 and forward.</li> <li>• Consider modified organizational structure in UHR to implement provisions of collective bargaining agreements and the goals of Prosperity Widely Shared more</li> </ul>

	<p>efficiently and effectively.</p> <ul style="list-style-type: none"><li>• Launch comprehensive supervisor training and coaching program in Fall of 2024. These efforts will further enhance collective bargaining agreement requirements and reduce work effort dedicated to responding to grievances, information requests, and help bolster the ongoing relationship with the unions.</li></ul>
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Anticipated Performance Metrics		
<b>METRIC 1: Retain the best talent; improve OSU’s capability to engage and manage our workforce to support employee retention. and reduce claims and litigation.</b>		
Goal	Results	Comments
Goal: Continue effort to increase employee engagement and reduce employee turnover.	<p>During calendar year 2022, OSU experienced lower employee turnover than peer institutions. OSU will seek to maintain or reduce these rates in FY24.</p> <p>During calendar year 2023, OSU experienced lower turnover than peer RI institutions. We seek to maintain these lower turnover rates in FY25.</p>	<p>Turnover is costly for any employer. This cost includes advertising, the recruitment process, lost productivity, loss of institutional knowledge, and decreased morale.</p> <p>Initiatives that are supporting this goal include addressing known retention risks by exploring new compensation mechanisms, providing supervisor training, offering new lifestyle benefit programs, creating connection and belonging resources, providing innovative learning and development opportunities, mapping paths to career growth, and raising awareness of comprehensive mental health support programs.</p>
<b>METRIC 2: Attract the best talent; improve OSU’s capability to recruit and engage qualified candidates.</b>		
Goal	Results	Comments
FY24 Goal: Increase the number of applicants for OSU positions by 5% and reduce time to fill positions by 10 days.	For calendar year 2022, OSU received 15,264 applications for all posted positions. Also, within the past calendar year, the average number of days it took to secure a new employee from date of	By engaging with new platforms to recruit quality candidates, departments will have access to more qualified candidates to fit their unique positions and reduce productivity loss.



<p>FY25 Goal: Continue to increase the number of applicants for OSU positions and reduce the time to fill positions.</p>	<p>posting was 77 days.</p> <p>For calendar year 2023 OSU received 19,608 applications for all posted positions.</p> <p>Which far exceeds the prior year. We reduced the average number of days it took to secure a new employee from date of posting to 59 days, improving the timeline to hire.</p>	<p>By hiring a new Strategic Talent Acquisition Partner OSU will engage with industry partners in new ways to attract and retain professionals with targeted skill sets that support the strategic plan.</p>
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