

# About Human Resources

**Our mission** is to recruit, develop, and retain staff whose work supports the University's strategic priorities, mission, and public impact.

## UW Human Resources (UWHR)

UW Human Resources designs and leads policies, programs, and services that shape a respectful, inclusive and high-performing workplace culture for more than 56,000 staff, including faculty, academic personnel, and student employees across all three campuses and the UW health system.

As the strategic center of human resources policy, practice, and operations for the institution, teams deliver integrated support in employment, compensation, professional development, employee relations, leave administration, disability accommodation, benefits, HR information systems, and policy development, analysis, and compliance.

UWHR's portfolio also includes Workday Human Capital Management (HCM) support, organizational consulting, and employee engagement, as well as serving as UW's liaison to labor unions, regulatory agencies, and the State of Washington's Human Resources Division.



UW employees fall into one of several employment programs, each with its own unique set of workplace rules and employee benefits.



(Data: May 31, 2025)

**11,104**

**academic personnel**

*non-union*

Faculty	8,361	75.30%
Academic Staff	303	2.73%
Medical Residents and Senior Fellows/Trainees	116	1.04%

*union*

covered by RFPU-Northwest	1,492	13.44%
covered by UAW-Postdoc Scholars	710	6.39%
covered by SEIU 925-Libraries	117	1.05%
covered by AFT contracts	5	0.05%

**11,295**

**professional staff**

11,295 100%

**20,171**

**contract covered staff**

*RCW 41.80*

covered by SEIU-925	6,764	33.53%
covered by SEIU 1199 NW	4,685	23.23%
covered by WFSE	3,797	18.82%
covered by WSNA	3,098	15.36%
covered by IBU	38	0.19%
covered by Teamsters 117	20	0.10%

*RCW 41.56*

covered by UAW-RSE	1,400	6.94%
covered by SEIU 925-IHME	266	1.32%
covered by SEIU 925-Libraries	53	0.26%
covered by SAG-AFTRA	45	0.22%
Print Plant employees	5	0.02%

**1,025**

**classified non-union**

1,025 100%

**4,503**

**graduate student employees**

*union* covered by UAW-ASE

4,071 90.41%

*non-union*

432 9.59%

**10**

**Hall Health physicians**

10 100%

**1,562**

**stipend recipients**

*non-union*

Medical Residents and Senior Fellows/Trainees	34	2.18%
Academic Staff	18	1.15%
Other Stipend Recipients	1,166	74.65%

*union*

covered by UAW-ASE	189	12.10%
covered by UAW-Postdoc Scholars	108	6.91%
covered by RFPU-Northwest	47	3.01%

**160**

**ICA contract staff**

160 100%

**708**

**other exempt employees**

708 100%

**5,438**

**undergraduate student empl**

*union* covered by UAW-ASE

1,419 26.09%

*non-union (other student employees)*

4,019 73.91%

\* Workers with Dual and More Appointments: 937

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# HR Operations

In support of UW's most valuable resource—our people—we have two operational teams dedicated to helping employees and managers understand workplace rules and policies through training, expert consultation, and policy and contract interpretation. There are a number of core functions led by both teams, and many specific to their operating model and that focus on their own employee populations.



## Campus HR Operations & Services

Campus HR Operations & Services supports staff, student employees, faculty and academic personnel on the Seattle, Tacoma, and Bothell campuses, with three teams leading work critical to our mission.

Specialized teams and experts include all **employee relations** for staff, faculty and academic personnel, including interpretation of the faculty code, administration of the 25-71 process for faculty, and all disciplinary processes specific to employee type and employment program.

An imbedded team of specialists manages **disability accommodation** requests for all employee types except faculty, and **leaves of absence** for all employee types, to comply with federal, state, and University guidelines, while supporting employees with individual circumstances.

The **HCM Operations** team within Campus HR Operations and Services works with campus units to provide transactional support and guidance for organizations' administrative activities in Workday, such as hires, job changes, compensation changes, one-time payments, and updating academic appointments.



## UW Medicine HR

UW Medicine HR supports the unique and complex needs of the UW Medicine health system—including Harborview Medical Center, UW Medical Center-Montlake, UW Medical Center-Northwest, Airlift Northwest, UW Primary Care Clinics, Faculty Practice Plan Services, and Shared Services teams.

Specialized teams provide expertise in **recruitment, workforce systems, organizational development, training, learning technologies, employee relations, and leave administration**. Together, they support the full employee lifecycle—from hiring and onboarding to credential management, instructional design, survey delivery, systems reporting, and compliance with regulatory requirements from The Joint Commission and the Department of Health.

The work of **UWHR's Operations** teams is critical to creating a welcoming and productive work environment across all employee populations. Both teams manage the following functions, core to compliance as well as departmental and employee support.

- Ensure managers understand policy and labor contract interpretation
- Connect employees to UW resources
- Provide conflict resolution guidance
- Advocate for effective and timely performance management
- Leave administration of state and federal leave-related laws and University leave policies, including consultation with employees and their departments
- Maintain official personnel and medical files
- Consult on re-organizations
- Manage the layoff, corrective action, termination and disability separation process
- Help employees understand UW policies
- Advise on the disability accommodation process

# The Work of Total Talent Management

Hiring  
the right  
people in  
the right  
position at  
the right  
time

Creating a  
welcoming  
and  
productive  
workplace



- Consult with hiring manager on unit needs
- Ensure compliance with labor agreements and employment laws
- Partner with Compensation to assess overtime eligibility and salary
- Develop and execute recruitment strategy



- Review candidates for minimum qualifications
- Collaborate with hiring manager to establish finalists
- Assist with the interview and reference check process as requested



- Ensure employment eligibility with background checks
- Synchronize the salary review and offer process
- Ensure other candidates are notified



- Provide onboarding tools to managers
- Manage and deliver new employee orientation (Welcome Day)



- Strategic leadership program for supervisors
- UW Management Fundamentals program
- In-person UW-specific skill-building
- Online training and webinars
- Curated online tools and resources
- Leadership development and coaching
- Organizational consulting
- Facilitation of retreats and strategic planning sessions
- Individual and team assessments
- Succession planning tools

**CREATING  
A THRIVING  
CULTURE**  
through every  
facet of our  
work, ensuring  
we attract  
and retain a  
population with  
a variety of  
backgrounds  
and perspectives  
to promote  
strategies  
for building a  
welcoming and  
inclusive culture  
and community  
across the UW.

## UTemp Staffing

Internal experts for UW's contingent workforce needs: UTemp Staffing provides full-service

- sourcing
- recruiting
- selection, and
- placement

of qualified individuals to fill temporary vacancies or work on special projects.

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# Total Talent Management

Leading the University's efforts to attract, engage, and retain a mission-driven, high-performing workforce through integrated programs and services. The **Total Talent Management** team manages recruiting and hiring for both permanent and temporary staff to support the goals of every campus department, providing targeted learning and strategic consulting in leadership development, organizational effectiveness, and workplace culture. Responsible for new employee orientation, Total Talent Management introduces new hires to the institution's values, culture, and resources, helping to lay the foundation for long-term engagement and retention.

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## HR Benefits, Analytics and Information Systems

**HR Benefits, Analytics, and Information Systems** (HRBAIS) oversees key employee benefit programs and provides the data, tools, and system infrastructure that power HR operations across the University. The team ensures that benefits are administered effectively and that HR information is secure, accessible, and actionable—supporting everything from individual transactions to institutional decision-making.

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### BENEFITS PROGRAMMING

- PEBB medical and dental insurance programs
  - Graduate Appointee Insurance Program
  - Long-term disability insurance
  - Life and AD&D insurance
  - Retirement savings programs
  - Dependent Care Assistance Program
  - Flexible spending accounts
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### ANALYTICS

- HR data access, reporting and analysis
  - Public records and information requests
  - HR data security (business owner and data custodian for all HR data)
  - Benefits data analysis and accounting
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### INFORMATION SYSTEMS

- UWHR's technical liaison to UW-IT
- Leadership for planning and integration for all enterprise and HR systems
- Systems planning and integration for UWHR and the University
- Develops and manages UWHR's reporting catalog
- Case management solutions for labor, disability services, benefits, compensation and employee relations
- Event registration system for The Whole U, Benefits and POD
- Provides UWHR desktop and computing support
- Institutional HR data custodian and privacy advocate



## LABOR RELATIONS

**Labor Relations** is constantly balancing competing interests and navigating complex legal and political environments. Guided by the responsibility to uphold the integrity and financial viability of the University and doing right by our employees, the team fosters long-term, productive working relationships with labor unions and provides contract implementation training for supervisors and managers. **Labor relations work involves managing the relationship between employers and employees, particularly through interactions with labor unions.** It also includes negotiating collective bargaining agreements, addressing grievances, and ensuring compliance with labor laws.

Covering  
**28,632**  
UW employees\*

- 11 unions
- 43 bargaining units
- 19 unique union contracts
- 340 union information requests (CY24)
- 110 union grievances (CY24)
- 5 unfair labor practice disputes (CY24)

\*As of June 5, 2025, PERC has issued 2 interim certifications: one for a group of employees to be added to an existing bargaining unit and one creating a new bargaining unit.



## HR POLICY & WORKFORCE STRATEGY

**HR Policy and Workforce Strategy** plays a critical role in ensuring the University's human resources practices remain compliant, agile, and aligned with institutional goals. The team monitors legislative developments, policy shifts, and state HR rules—tracking both the movement of emerging rules and requirements, and their potential impacts on the University, providing valuable input on decisions made at the state level. Their expertise lies in interpreting these complex requirements and spearheading policy implementations with key stakeholders.

Beyond compliance, the team's strategic planning, process improvement management, and partnership with HR business units and key partners equip the institution to navigate the intricate maze of new provisions effectively.

HR Policy and Workforce Strategy also actively contributes to the University's long-term workforce management objectives. The team develops and refines strategies that strengthen recruitment and retention and maintains the UWHR website as a key source of information and transparency.



## HR CUSTOMER SUPPORT

The **HR Help Team** answers general HR and Workday questions for all campuses and employee groups. This enables 56,000 employees and thousands of applicants to receive the support they need in real-time by phone, chat or email. Whether needing assistance submitting timesheets, entering time off or leave requests, or responding to employment verifications, the team ensures UW employees get the assistance they need.



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## COMPENSATION

The **Compensation** team serves as a strategic partner in advancing the university's ability to attract and retain top talent. The team ensures compliance with federal, state, and local laws, regulations, and policies while aligning compensation practices with institutional values.

For professional staff positions across UW, the team designs and maintains compensation structures rooted in the University's compensation philosophy: balancing internal equity with external market competitiveness. These frameworks foster consistency, transparency, and fairness across all departments, campuses, and medical centers, ensuring equitable pay for comparable work.

For contract covered staff and classified non-union positions, the team conducts market analyses and administers salary plans that uphold both contractual obligations and the UW's standards of fairness and competitiveness.

### THE COMPENSATION TEAM ALSO:

- Leads the development and governance of compensation and classification programs that support the UW's ability to attract, retain, and motivate our workforce
- Advises senior leaders on organizational design, including restructuring and the creation of new roles.
- Collaborates with Labor Relations to support union negotiations through cost modeling and policy consultation on pay and classification matters.
- Ensures consistent application of federal and state wage and hour laws, including the Fair Labor Standards Act (FLSA) and the Washington Minimum Wage Act.
- Manages the annual salary increase process for various employee populations in coordination with UW-IT and other stakeholders
- Delivers reliable and accurate market data on salaries for jobs at all levels
- Expedites approvals for competitive offers with due diligence on market and internal equity considerations



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## DISABILITY SERVICES

The **Disability Services Office** (DSO) ensures that individuals with disabilities can fully participate in employment and educational opportunities at UW. By providing expert consultation and coordinating a range of accommodations, DSO supports access, inclusion, and compliance across the University.

### DSO'S SERVICES INCLUDE:

- Leads interactive process for faculty accommodations
- Consulting for employment accommodations (non-faculty)
- Delivering deaf and hard of hearing services across UW-sponsored programs and activities
- Coordinating accommodations for non-matriculated students
- Consulting with Facilities Services to address physical accessibility barriers
- Advising on public access and accommodations for community members
- Partnering with Transportation Services to manage disability parking and Dial-A-Ride services
- Providing assistive equipment and adaptive technology guidance

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## Programs within the Office of the VPHR

The Office of the Vice President for Human Resources stewards several high-impact functions that support and amplify UWHR's institutional role. These areas—business and finance, employee experience, internal communications, and HR community education and engagement—ensure that core systems run efficiently, employees feel connected and supported, and the HR community across campuses is equipped with the tools and knowledge to lead.



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### HR COMMUNITY OF PRACTICE

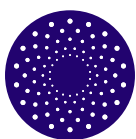
The **HR Community of Practice** (HR CoP) connects more than 630 human resources professionals across UW. This network strengthens alignment, drives innovation, and builds HR capacity across the institution.

- Hosts curated programs to keep HR teams informed on policy changes, programs, and best practices
- Engages members in major organizational changes and process improvements
- Facilitates peer-led discussions on emerging priorities and shared challenges
- Contributes to collaborative approaches to HR services and decision-making
- Supports peer committees focused on mentorship, learning, and professional growth
- Hosts experts and academic speakers for interactive development opportunities

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## Employee Experience

Employee Experience brings together The Whole U, the UW Combined Fund Drive, UW WorkLife, and employee recognition programs to strengthen employee well-being and build a sense of connection across the UW community. These efforts contribute to a workplace culture where employees feel valued, supported, and engaged—reinforcing what makes UW a unique and fulfilling place to work. The team stewards programming that reflects the full employee experience, from community-building and personal growth to caregiving and recognition.



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### THE WHOLE U

**The Whole U** is a well-being and engagement program that truly differentiates UW as an employer in the Pacific Northwest. By making space for diverse wellness and connection opportunities in multiple formats and modalities across all of UW's campuses and medical centers, The Whole U promotes health, resilience, community and joy for tens of thousands of UW employees each year. These connections and experiences foster an engaging work environment that in turn serves as a recruitment, retention and employee engagement tool for the University. Offerings include: Onsite and virtual events, themed signature programs and community events, virtual trainings, departmental wellness consultations, the University's official discount network, financial education

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### THE WHOLE U IMPACT IN 2024

**120,357**

TOTAL PARTICIPANTS

**949**

TOTAL EVENTS





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## UW COMBINED FUND DRIVE

Since 1984, UW employees have donated more than \$58 million to local, national, and global nonprofits through the University's workplace giving program. In 2024 alone, the **UW Combined Fund Drive** (UWCFD) raised more than \$2 million in contributions and volunteer support.

This employee-led program strengthens workplace connection and community engagement by making it easy to support causes that matter. Through payroll deductions, custom fundraisers, and year-round volunteer opportunities, the UWCFD helps employees contribute in meaningful, accessible ways, by:

- Coordinating a volunteer-led, institution-wide annual giving campaign
- Hosting nonprofit fairs and community education events across UW campuses
- Supporting payroll giving, group service projects, and donor engagement throughout the year



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## UW WORKLIFE

**UW WorkLife** supports the well-being of employees and their families across all campuses by offering programs and resources that reduce personal stressors and promote success at work and home. Through caregiver benefits, housing and life-planning tools, and institutional needs assessments, WorkLife strengthens the University's ability to attract and retain top talent in a competitive employment market. The unit plays a vital role in fostering an equitable and engaging workplace where employees feel supported through every stage of life, through:

- On-site childcare centers serving more than 470 children across the Seattle campus
- Comprehensive backup care for both children, adults, and elders
- Care finding services for in-home and center-based care across the region
- Lactation resources
- Tuition discounts and priority enrollment at select community centers, before and after school care, summer camps, tutoring, and college prep
- UW's partnership with the Washington State Employee Assistance Program (EAP): counseling, legal assistance, financial consultation, and work/life supports.



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## EMPLOYEE RECOGNITION PROGRAMS

The **Distinguished Staff Award** celebrates outstanding UW staff members and teams whose achievements support our University's mission in the categories of collaboration, innovation, impact, DEI and career achievement.

The **David B. Thorud Leadership Award** celebrates outstanding leadership among faculty and staff as demonstrated through innovation, the ability to find practical solutions for complex problems, championing equity in working and learning environments, teamwork and excellent listening skills.

The **Employee Service Awards** recognize eligible staff for their continuous years of dedicated service at the University in 5-year increments. This program celebrates the lifelong commitment many make to work at the University of Washington.