



**WAYNE STATE
UNIVERSITY**

Human Resources

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To: Board of Governors

From: Carolyn P. Hafner, Associate Vice President & Chief Human Resources Officer

Subject: **Annual Human Resources Report for Fiscal Year 2023**

Date: January 31, 2024

Attached please find the Annual Human Resources Report for Fiscal Year 2023. It is provided here for informational purposes. I would be happy to respond to any questions you may have at your convenience.

Thank you.

cc: Dr. Kimberly Andrews Espy, President
Bethany Gielczyk, Interim Senior Vice President, Business Affairs
Julie Miller, Vice President and Secretary to the Board of Governors

Annual Report by Human Resources

Annual Report by Human Resources

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Background

WSU has approximately 7,000 permanent and 1,600 student and temporary employees making it one of the top 10 employers in the City of Detroit. Human Resources (HR) is responsible for managing employment and collective bargaining matters for non-academic employees, but is also responsible for payroll, benefits/wellness, and certain training and professional development offerings for all employees. Employment matters for faculty and academic staff are managed by the Office of the Provost within the division of Academic Affairs.

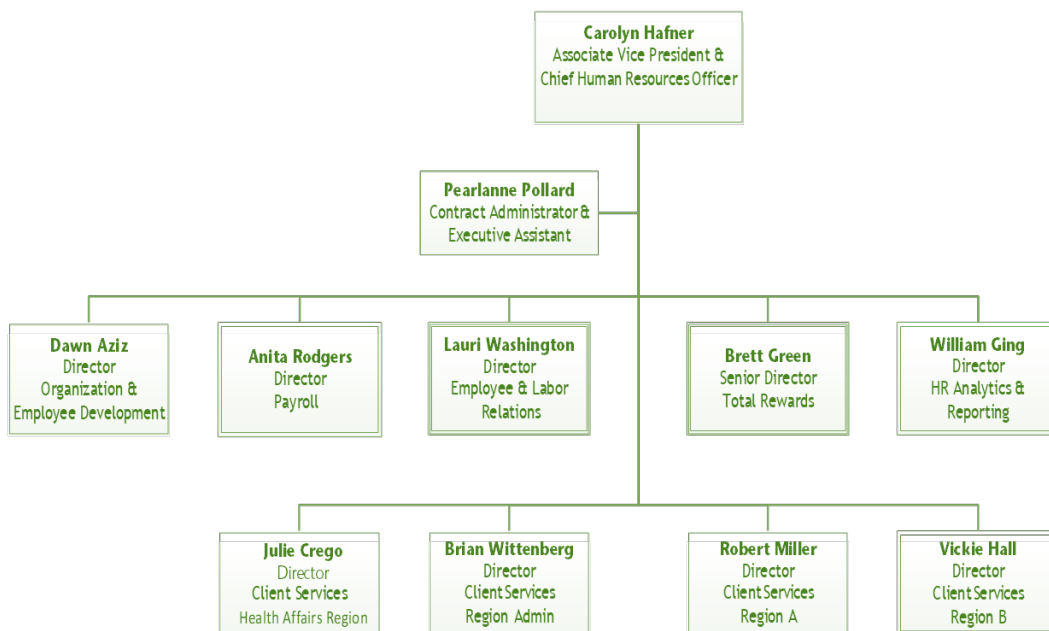
During FY2020, we conducted an assessment of the central HR function and identified many opportunities for improvement. Notably, HR had a history of challenges centered around high staff turnover, inconsistent business practices, high error rates, no training or professional development, outdated policies, procedures, and systems, and no strategic plan to move the organization forward. These challenges resulted in low productivity, morale, credibility and a siloed approach in business processes which did not lend itself to effective and efficient operations or collaboration with key campus partners. Consequently, the department was not positioned to properly manage the challenges associated with the changing landscape of the future of work.

To address these challenges, it is our mission to rebuild HR. Accordingly, we developed a strategic plan with emphasis on becoming a best practices organization by strengthening our staff, business processes, and technology and innovation. Each of these areas have a specific focus necessary to help us accomplish our vision of making WSU a premier employer who can competitively recruit and retain top talent while supporting the University's urban, public, research mission.

The information contained in the enclosed report will provide a broad overview of HR's accomplishments and challenges for FY2023 and the University's employment statistics and other data.

Human Resources

January 2023



Human Resources
Strategic Goals, Accomplishments, and Challenges
For Fiscal Year 2023

Mission: To be an indispensable business partner fostering excellence and success through people-first strategies

Vision: Wayne State University is a premier employer

Values: Collaboration, Integrity, Innovation, Excellence, Diversity, Equity & Inclusion

Pillars: People, Processes & Innovation

Goals	Accomplishments
People – the right talent demonstrating excellence in all we do	
Professional and Career Development	<ul style="list-style-type: none"> • All HR Directors and Consultants completed training courses, through the HR Certification Institute (HRCI), and earned certificates in: <ul style="list-style-type: none"> ○ Diversity, Equity, and Inclusion ○ Managing a Hybrid Workforce ○ Managing Remote Workers ○ Data and HR Management ○ Small Business Management ○ HR Ethics ○ Building a Safe & Inclusive Workspace • Various staff completed the first pillar of the HR Leadership Academy • Promoted four staff to higher positions within HR • Masters of Studies in Law in HR Management: <ul style="list-style-type: none"> ○ One Associate Director of Benefits completed and earned the MSL degree ○ One Director and a Talent Management Coordinator (TMC) are currently enrolled
Collaboration	<ul style="list-style-type: none"> • Career Expo <ul style="list-style-type: none"> ○ Collaborated with several WSU departments and the City of Detroit to host the first event of its kind ○ Filled numerous positions in Facilities, Parking, Medicine, Internal Audit, HR, Student Affairs, and others • Healthcare Subcommittee <ul style="list-style-type: none"> ○ Evaluated the healthcare benefit implications of the impending abortion rights legislation on employees and their dependents. ○ Provided alternative recommendations based on the legislative outcome. ○ Worked with the Chief Health and Wellness Officer and other campus leaders. • Resident Advisors Union – worked with other campus leaders to recognize and establish this union
Employee Recognition	<ul style="list-style-type: none"> • Held the first in-person Employee Recognition Ceremony since 2019 where over 1,800 employees were recognized for their years of service (1,500) and for their retirement (339) • Honored our represented staff who worked onsite during the pandemic • Created the WSU Values Award where we recognized eight individuals or teams who were nominated for their exemplary service in upholding the university’s values

Goals	Accomplishments
	<ul style="list-style-type: none"> Collaborated with several departments to host the event at the Fieldhouse Received overwhelming positive feedback on the ceremony, collaboration between units, and the recognition of employees
Diversity, Equity, & Inclusion	<ul style="list-style-type: none"> Leads the workgroup on the Hiring and Retention of Diverse Staff Serves on the DEI Executive Committee and the DEI Council
<i>Processes – working with excellence and exceptional customer service</i>	
Talent Acquisition (hiring process)	<ul style="list-style-type: none"> Completed Phase I (process mapping and benchmarks) of the current state (job vacancy to orientation) for the non-academic hiring process. Collaborated with campus leaders Identified several recommendations to streamline, reduce operating costs, and automate the process which currently includes a significant number of steps, individuals, and paper processing resulting in a high level of inefficiencies and ineffectiveness
Federal I-9 Compliance	<ul style="list-style-type: none"> Implemented an I-9 reverification process to comply with new federal post-COVID, in-person I-9s for over 3,000 employees by August 30, 2023 Completed a self-audit and implemented the new virtual I-9 process effective November 1, 2023
Background Checks (BGCs)	<ul style="list-style-type: none"> Negotiated a contract with a new vendor and implemented a new process which incorporated mobile technology to reduce completion times Collaborated with the Office of the General Counsel (OGC) on conditional offers to eliminate delays in start dates due to delays in background checks from county courthouses Reduced BGC completion rates from 5-6 weeks to 8 days
Huntington Bank Transition	<ul style="list-style-type: none"> Worked with Finance, Treasury, and C&IT to ensure a complete and accurate transition of the payroll bank account Developed a pay card process to eliminate 400 paper paychecks bi-weekly beginning January 2024
Multi-State Tax Compliance and W-2s	<ul style="list-style-type: none"> Negotiated a contract with ADP for multi-state tax compliance for all non-Michigan employees to include all state registrations, tax filings, and unemployment assistance Developed new policies and procedures to manage non-Michigan employees Reduced our operating costs by outsourcing the printing of W-2s to ADP Stronger regulatory tax compliance controls will reduce our liability/exposure from fines and penalties
Develop and/or revise policies and procedures	<ul style="list-style-type: none"> Collaborated with various campus leaders to revise and/or developed new policies and procedures for: <ul style="list-style-type: none"> Temporary employees Multi-State employment Pay Cards (to eliminate the need for paper paychecks) Shared Illness Pool Paid Parental Leave Salary Adjustments Background Checks Child Nursing Accommodations

Goals	Accomplishments
	<p>These new policies will help to streamline processes and promote better support for employees. They will be vetted with key campus groups and the APPM Policy Committee in January 2024 for additional input and approval.</p>
Contract administration	<ul style="list-style-type: none"> • Completed RFP processes and negotiated new contracts for services related to: <ul style="list-style-type: none"> ○ Healthcare broker (Marsh McLennan Agency - MMA) ○ Background checks (Accurate) ○ Multi-state tax compliance (ADP) ○ Pay cards (ADP) ○ Automated W-2s (ADP) <p>Total savings for FY23 is approximately \$200,000 (bringing the cumulative savings total for all contracts to over \$10 million since FY2020)</p>
Exit Interviews	<ul style="list-style-type: none"> • Collaborated with C&IT to automate exit interviews by adding them to the existing off-boarding portal. • Improved tracking, reporting, and communicating exit interview results
Labor Relations	<ul style="list-style-type: none"> • Successfully negotiated two contracts (AFSCME and Skilled Trades) • Revived regular meetings with the Coalition of Unions • Maintained a 70% closure rate for grievances
HR Service Center	<ul style="list-style-type: none"> • Analyzed current process and system capabilities • Developed new processes and metrics to improve/streamline documentation, reporting, and resolution times • Identified the common inquiries (known as case topics) and established the baseline average response time of 1.2 days (the metric is 24 hours or 1 business day)
<i>Innovation - being a best practices leader through automation</i>	
Cornerstone System	<ul style="list-style-type: none"> • Implemented Phase II of the Wayne Talent (applicant tracking) module and currently working on streamlining and automating all offer letters • Began development of the Learning Management System/module: <ul style="list-style-type: none"> • Completed learning survey and benchmarking • Upgraded the Skillsoft learning content management application • Developed a plan for mandatory new hire training • Implemented the first full year of the Performance Management System/module and identified opportunities for improvement for FY24 to increase employee and leader usage and satisfaction levels (i.e., a more defined timeline, systemic changes to minimize the number of required leader comments)
Banner 9 Personnel Actions	<p>Tested the Banner 9 personnel actions system to automate the current manual process for all personnel transactions (currently in progress)</p>
Affirmative Action Plan	<p>Completed the 2022 Affirmative Action Plan reporting without any findings from the Office of Federal Contract Compliance Programs (OFCCP)</p>
Data Integrity	<p>Improved personnel transaction error rates by 12 percentage points (from 22% in FY22 to 10% in FY23)</p>

FY2024 Goals and Challenges

We have experienced phenomenal accomplishments during a very challenging four-year period while continuing to manage HR's daily operations, meet our employees' needs, and respond to unplanned requests. There is still, however, much work to be done to rebuild HR, its systems, processes, and its credibility. This is difficult work and will require a significant amount of time, resources, investments, collaboration, and support from our campus leaders and partners. We will need to continue to make investments in resources to enable significant change, remove siloes, and change the mindset commonly associated with the prior HR. During FY2024, we will continue to work on the following goals:

People (Goal – having the right talent who promote excellence as an indispensable business partner by building skills and proficiencies)

- Talent acquisition (i.e., recruiting, hiring, onboarding, orientation. See also discussion on p.9 below)
 - HR Client Services team support (i.e., employment matters, workforce planning, investigations, etc.)
 - Reporting and analytics:
 - HR metrics
 - Leader dashboard
 - Survey data responses
 - Ad hoc report requests
 - Contract administration
 - Labor Relations
 - Regulatory and other compliance
-
- Training and professional development (i.e., strengthen staff skills/expertise through formal training/education, professional certifications, mandatory hybrid new hire training, coaching, and leadership development)
 - Career pathways
 - Exceptional customer service and culture

Processes (Goal – provide operational excellence with integrity and financial sustainability through process improvement)

- Talent acquisition (i.e., hiring process. See also discussion on p.9 below)
- HR policies and procedures
- Employee recognition and wellness
- Contract administration
 - Collective bargaining/labor relations (i.e., contract negotiations, revised agreements)
 - Trade contracts
- DE&I

Technology/Innovation (Goal - enable process excellence through automation, streamlining, and reporting)

- Implementation of the remaining Cornerstone modules which include:
 - Wayne Talent (Phases II – III)
 - Learning Management
 - Succession Planning
- Other system implementations and integrations:
 - Banner 9.0 (HR personnel actions)
 - Integration with Banner (i.e., Cornerstone, background checks, BenefitsAdmin, etc.)
 - WayneBuy Contract administration (for both trade and union contracts)
 - HR dashboard

The accomplishment of these goals is critical to HR's overall success and its ability to continue to move forward. They will require collaboration across campus and will take more than one fiscal year to execute. As we continue to rebuild, we will need automation/technology and the implementation of best practices to improve processes.

The implementation of a new talent acquisition process will be particularly important to address the challenges associated with the current decentralized, manual hiring process that led to the late paychecks for some of our graduate assistants and part-time faculty members. We completed Phase I of the talent acquisition process analysis and documented our review in detailed process maps and flowcharts. We also identified many deficiencies and gaps which result in inefficiency, ineffectiveness, high operating cost, and customer dissatisfaction. Preliminary recommendations for improvement were also identified. Given the impact of this process on the campus as a whole, the next phase of this review will include external assessment and discussion with our key campus stakeholders (i.e., Senior leaders, Deans, Chairs, Business Affairs Officers, and the Coalition of Unions) for additional input before implementing any recommended process redesign plans. It will be critical for us to work together to make the changes that are needed to improve this process to prevent past issues from recurring and to improve our metrics and reporting around recruiting, hiring, and onboarding times.

The HR Outlook

Organizations, including institutions of higher education, continue to face a period of rapid change. These changes present both opportunities and challenges for HR departments in an effort to be both responsive and strategic. The following is a list of the top 10 priorities for HR for 2024¹:

1. Recruiting (to gain and retain top talent):
 - a. Promote engagement
 - b. Support internal connections and team-building
 - c. Promote a sense of belonging
2. Ensuring a great employee experience (includes systematic and intentional approaches towards):
 - a. Technology
 - b. Culture
 - c. Social aspects and relationships
 - d. Physical space
 - e. Tasks
3. Controlling labor costs (as the demand/competition for higher compensation grows)
4. Developing the organization's leaders (career advancement)
5. Supporting organizational change
 - a. Organizational alignment
 - b. Executing strategy
 - c. Shaping culture
6. Enabling innovation
 - a. To reduce/eliminate manual processes
 - b. To help resolve resource and staff capacity issues resulting from budget constraints, skills gaps, and ineffective systems
 - c. To implement best practices
7. Fostering an environment of diversity, equity, and inclusion
8. Facilitating data-driven people decisions
 - a. To foster and capitalize on change
9. Enabling learning and development
 - a. Invest in training and professional development
 - b. Support career advancement
10. Rapidly moving internal employees to staff strategic priorities

The priorities listed above are consistent with HR's strategic goals and ongoing initiatives.

In addition to these priorities, the pandemic raised the level of concern over flexible work arrangements (FWAs) and employees' mental health and wellness. As organizations manage retention and attempt to execute best practices related to the top priorities listed above, organizations are still faced with the challenge of employees' desire for remote work and the institutions' desire for onsite work. This is a particular challenge for universities

¹ Based on the McLean & Co. HR Trends Report for 2024

who want and need to create a vibrant campus life for its students to meet competition and declining enrollment. HR must continue to support campus leaders and employees as we manage these competing needs to help ensure operations, customer, and employee needs are met. As a result, we have developed Flexible Work Arrangement (FWA) policies and guidelines which allow leaders the ability to design work schedules that meet the needs of the department, its customers, and the employees. HR provides guidance and support to assist both leaders and employees with FWAs.

As institutions face the changing landscape with, in some cases, diminishing resources, the demands on employees have resulted in burnout and increased anxiety as staff is asked to take on additional responsibilities. Consequently, a greater emphasis on mental health and wellness is necessary to help promote a positive/healthy work environment. HR is an area that has been particularly impacted by this challenge. As demands for change have increased significantly since the pandemic, turnover in HR professionals has continued to grow. As a result, a greater emphasis on mental health and wellness for the HR staff will be necessary to combat burnout, excessive overtime from lack of resources, feeling undervalued, and no sense of belonging.

**Employee Data
As of October 1, 2023**

Employee Type	No. of Employees	Average Age	% of Total Permanent Employees	% of Total Employees
Non-Represented				
Academic	1,805	46	26%	21%
Non-Academic	1,273	45	18%	15%
Total Non-Represented	3,078	46	44%	36%
Represented				
Academic	2,867	48	41%	33%
Non-Academic	1,084	49	15%	13%
Total Represented	3,951	49	56%	46%
Total Employees (permanent)	7,029	47	-	81%
Temporary Employees:				19%
Students	1,286		-	
Other Temporary (TEs)	<u>326</u>	-		
Total Temporary Employees	<u>1,612</u>			
Total Employees (all)	<u>8,641</u>		-	

Employee Demographics

Gender:	
Female	58%
Male	42%
Race/Ethnicity:	
Native Hawaiian/Other Pacific Islander	.07%
American Indian/Alaskan Native	.21%
Unknown	.38%
2 or more races	2%
Hispanic/Latino	4%
Asian	15.3%
Black/African American	23%
White	55%

The average seniority for all permanent employees is 10.6 and 7.9 years based on the original and current hire dates, respectively.

For succession planning purposes, the average age of these groups is important to note since retirement eligibility begins at age 55 with 10 years of continuous university service or age 55 and 5 years of contributions to the retirement savings account(s).

Non-Represented Employees

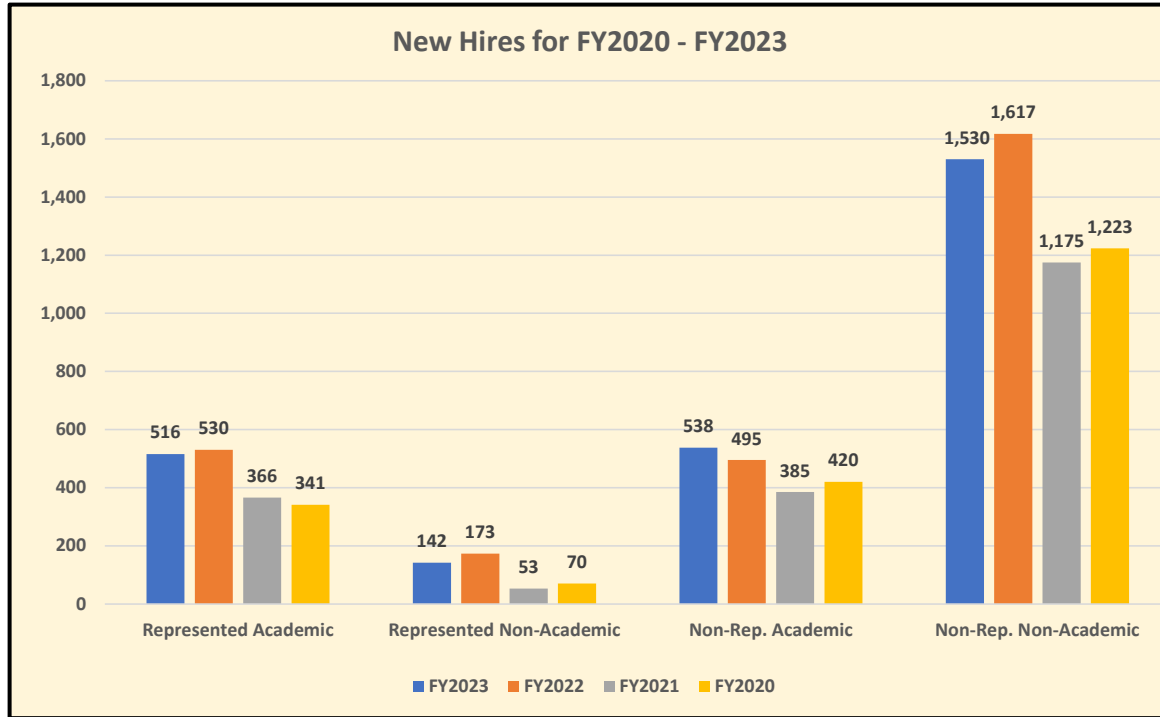
The average age of academic administrators (i.e., Deans, Assistant and Associate Deans, and Chairs) is 55. The average age of executives and management is 54 and 45, respectively.

Represented Employees

The average age of faculty and academic staff is 53. While the average age of the represented, non-academic staff is 49, the average age of the following key groups is:

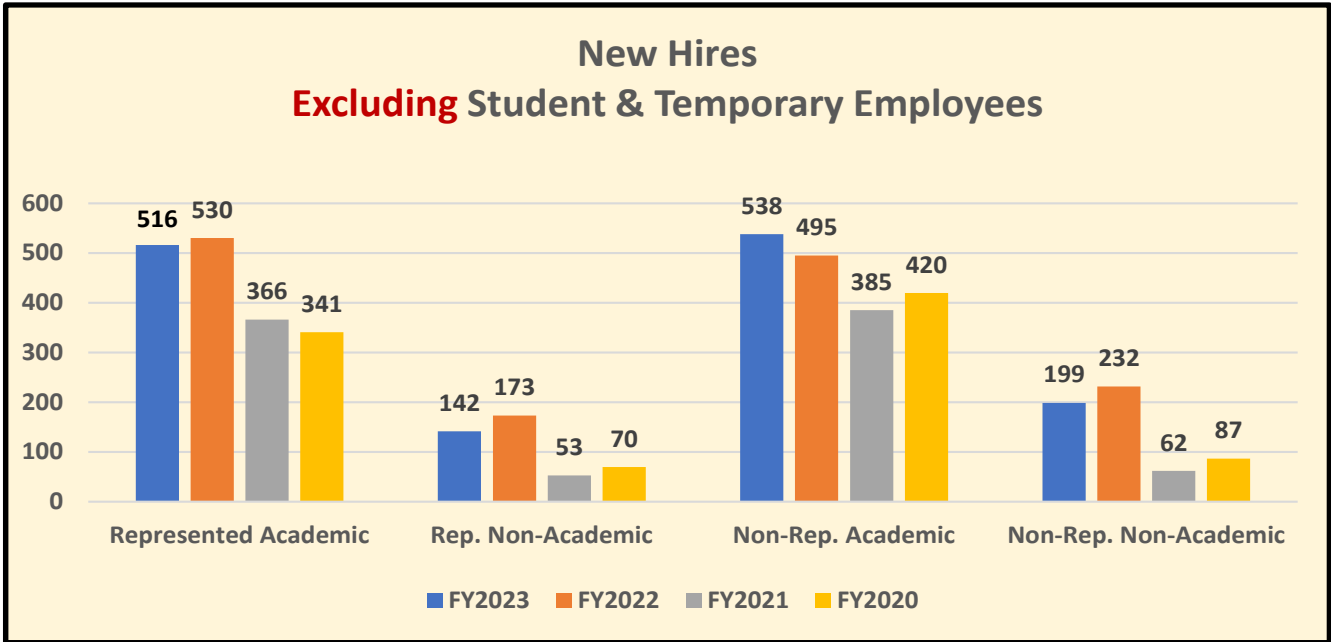
- Operating Engineers – 57
- Janitors – 56
- AFSCME – 53 (Custodians, Groundskeepers, Parking Attendants, Lab Animal Techs)
- Skilled Trades – 53 (not benefits eligible through WSU; the Trades receive a defined contribution pension plan through their union and the retirement age is 55)

Employee Changes for FY2020 - 2023



During FY2020-2023, WSU hired a cumulative total of 9,574 employees. For FY2023, we hired 2,726 employees. The allocation and explanation of increases in those new hires are summarized below:

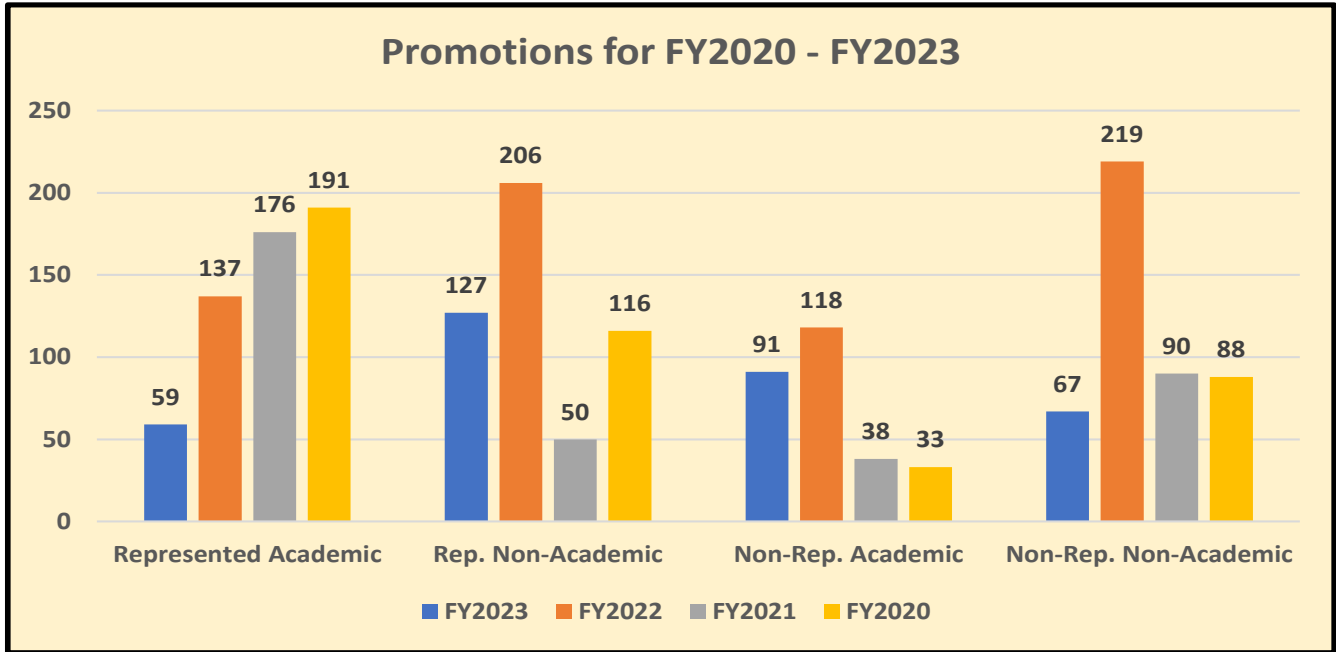
- Represented Academic (18%) 12-month faculty, 9-month graduate research/teaching assistants, and part-time faculty
- Represented Non-Academic (5%) Professional and administrative (P&A) staff, AFSCME, and Staff Association clerical staff
- Non-Rep. Academic (19%) 12-month research faculty, medical residents, graduate assistants, and non-instructional part-time faculty.
- Non-Rep. Non-Academic (58%) College work study and other student assistants, professional staff, and temporary staff. Note that student and temporary employees represent 90% of all non-rep. non-academic new hires and 52% of all new hires as a whole.



There is a high level of turnover in student and temporary employees. By excluding these two employee groups, we only hired a total of 4,609 new employees, during FY20-23, and 1,395 employees during FY23. Additionally, without these groups, the non-represented non-academic (NRN) group of new hires only represents 13% of all new hires. The NRN group of new hires is then primarily comprised of professional and clerical staff and, to a lesser extent, some management personnel. The allocation of new hires without student and temporary employees is as follows:

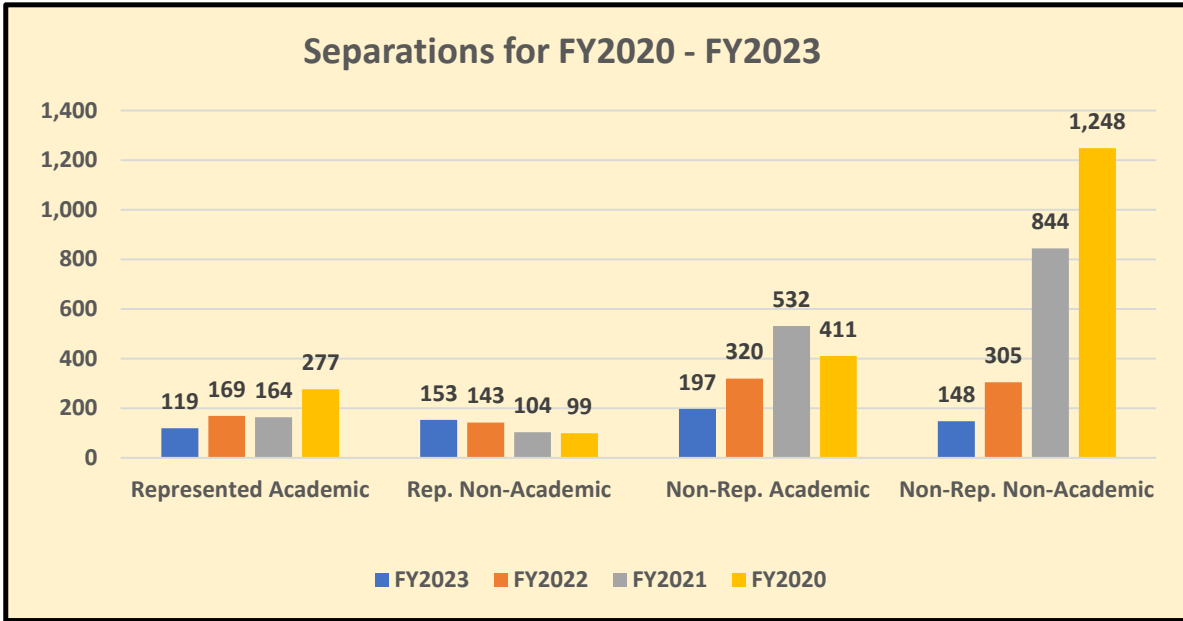
- Represented Academic (38%)
- Represented Non-Academic (10%)
- Non-Rep. Academic (40%)
- Non-Rep. Non-Academic (12%)

The number of new hires between fiscal years 2022 and 2023 remain comparable.



During FY2020-2023, WSU promoted a cumulative total of 1,806 employees (344 in FY23) in an effort to recognize exemplary performance and retain valuable faculty and staff. During the pandemic, we noted an increase in promotions to retain top talent by filling vacancies with current employees to recognize their contributions and to maintain institutional knowledge. Since FY22, however, there was a sharp decline in promotions across all employee groups as the workforce has stabilized in the post-pandemic years. The allocation of those promotions are summarized below:

- Represented Academic (31%) 12-month Academic Staff; 9 and 12-month faculty
- Represented Non-Academic (28%) Professional and administrative (P&A) staff, and Staff Association clerical staff
- Non-Rep. Academic (16%) 9-month Chairs and Academic directors; 9-month deferred faculty; and 12-month academic chairs and administrators
- Non-Rep. Non-Academic (26%) Management and other professional staff

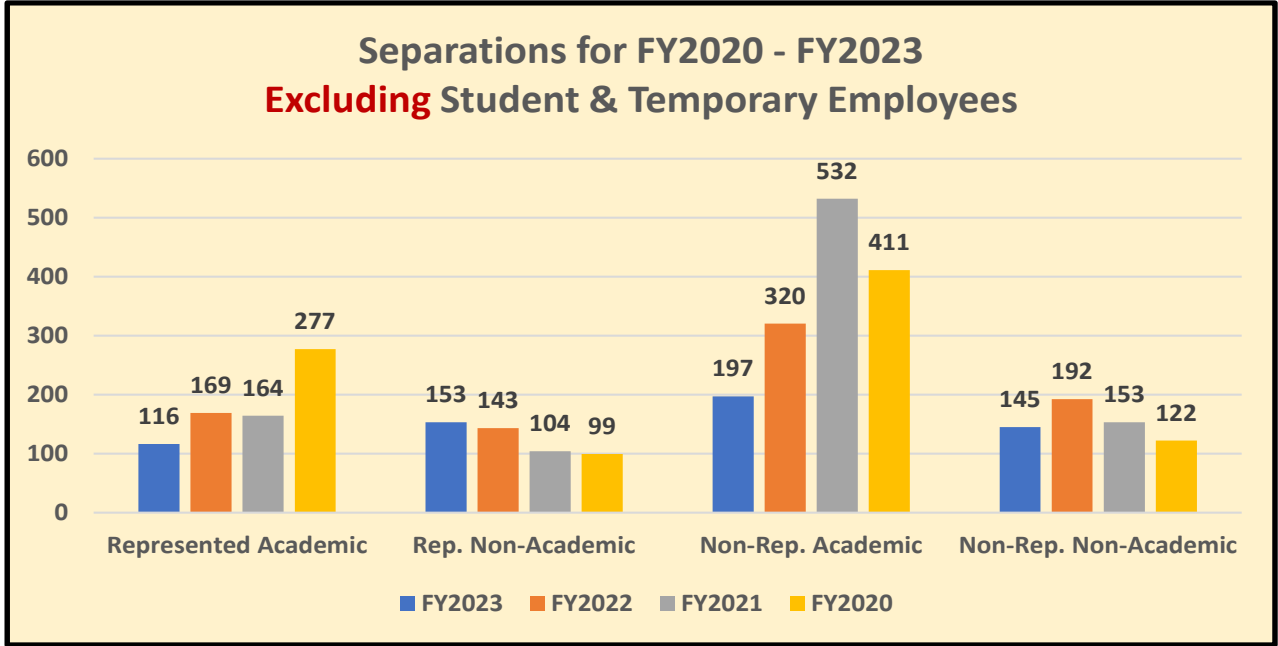


During FY2020-2023, WSU separated a cumulative total of 5,233 employees (617 separated during FY23). The allocation and explanation of changes in those separations are summarized below. Please also refer to the Exit Interview data on pages 21-25 for feedback on the reasons for employee separations.

- Represented Academic (14%) 9-month and 12-month faculty, 12-month academic staff, and part-time faculty. The majority of the separations for the 9 and 12-month faculty relate to resignations, retirements, ending contracts, and expiration of (external) funding.
- Represented Non-Academic (10%) Professional and administrative (P&A) staff, AFSCME, Staff Association (clerical staff), and Public Safety
- Non-Rep. Academic (28%) 12-month graduate assistants, 12-month research faculty, research assistants/associates, and medical residents
- Non-Rep. Non-Academic (48%) College work study and other student assistants, professional staff, and temporary staff. Note that student and temporary employees represent 81% of all non-rep. non-academic separations

Turnover Rates Comparison

Description	FY2023
Higher Education Industry (per CUPA-HR)	16%
WSU	7%



Historically, there has been a high level of turnover in the student and temporary employee group, however, the number separations from this group has declined nearly 25% as more students seek campus employment in the post-pandemic era. By excluding these groups, separations for the 4-year period totaled 3,300 and were allocated as follows:

- Represented Academic (22%)
- Represented Non-Academic (15%)
- Non-Rep. Academic (44%)
- Non-Rep. Non-Academic (19%) – included management, professional and clerical staff

We noted an overall 26% decline in separations between FY22 and FY23 as the workforce stabilized in the post-pandemic era.

The Higher Education Retention Challenge

Over the past five years, the higher education industry has experienced a significant increase in employee turnover from 8% (pre-pandemic) to 15% in 2023. The College and University Professional Association in Human Resources (CUPA-HR) conducted a survey to better understand the retention crisis in the wake of COVID-19. The survey reviewed the reasons employees were looking for other employment, the characteristics of those at risk for leaving, and what institutions could do to retain their employees. The survey targeted staff positions at all levels and included responses from nearly 4,800 higher education employees. The following represents highlights from the survey:

Areas most at risk for turnover include:

- Academic affairs
- Student affairs
- Administrators
- Human Resources
- IT
- Enrollment management
- Facilities
- Counseling services

Employees most likely to be looking for other employment:

- Younger staff (ages 21-31)
- Males
- Employees of color

Employees are taking jobs at:

- Other universities (71%)
- Private, for profit organizations (61%)
- Non-profit organizations (49%)
- Other departments within the same institution (44%)

Reasons for leaving include:

- Salary increases
- Remote work opportunities (especially for those working in financial aid, enrollment management, external affairs, development, and administration). A gap remains between institutional and employee desires/needs.
- Promotions and increased responsibility
- New challenges
- Work-life balance (to reduce overtime)
- Increasing work demands and changes in expectations for supervisors to manage challenges related to:
 - Filling vacancies
 - Maintaining morale
 - Managing workloads
 - Staff retention
 - Staff well-being
- Lack of recognition for contributions, feeling valued, and a sense of belonging
- Lack of professional and career development and growth
- Care for mental health and well being
- Benefits for flexible work arrangements, childcare, and parental leave benefits

The CUPA-HR survey recommended the following to increase employee retention:

- Implement training, programs, and policies that address employee recognition and a sense of belonging
- Reduce overwork to create better workloads
- Budget and plan for regular and meaningful pay increases
- Support supervisors
- Provide flexibility
- Provide parental leave and childcare benefits

The retention survey results are comparable to what WSU is experiencing. Please refer to the FY23 Exit Interview results on pages 21-25.

**Exit Interview Results
For Fiscal Years 2020 - 2023**

The Society for Human Resources Management (SHRM) states that the top three reasons for employee departures relate to compensation, career advancement, and supervision/issue management. Our analysis of exit interview results for FY2023 indicate that WSU’s experience is comparable to the national trends as reported by SHRM. A summary of our exit interview results is as follows:

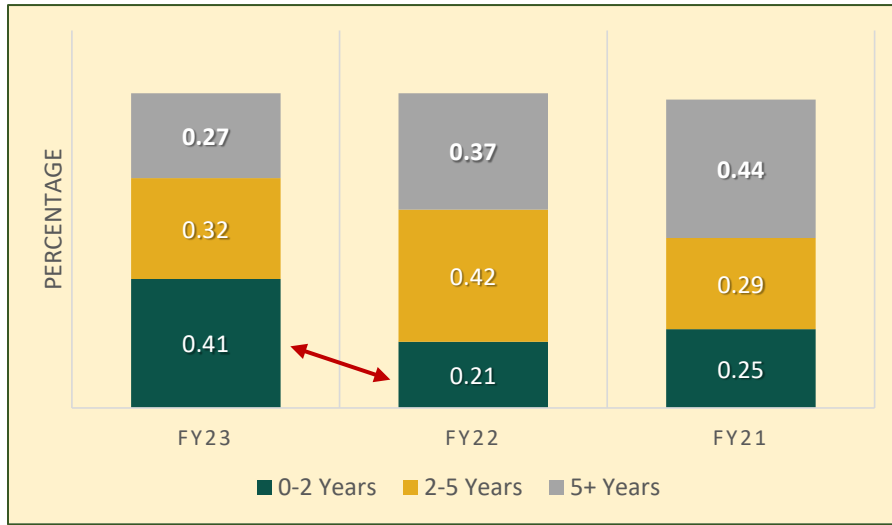
- 55% response rate
 - 48% - Represented staff
 - 48% - Non-represented staff
 - 2% - Faculty
 - 11% - Research staff
 - 41% - separated after less than 2 years of employment due to concerns over:
 - Leadership
 - Workload
 - Departmental culture
 - 32% - separated after 2-5 years of employment
 - 27% - separated after 5+ years
 - 80% - would recommend WSU to others
 - 73% - would return to WSU

With the exception of the separation rate of less than 2 years of employment, all other results are comparable to prior years.

Top Roles Vacated	Time to Fill/Replace (in months)
Research faculty and staff (includes research assistants & associates)	11.4
Management	1.6
Police	5.7
Non-represented professional staff	2.2
Represented clerical staff	1.5

- Schools/colleges/divisions with turnover rates above 10%:
 - Public Safety
 - Finance & Business Operations (includes FP&M, Treasury, Fiscal Operations)
 - School of Medicine
 - College of Nursing
 - Division of Research
 - Academic Affairs (all other schools/colleges and academic support areas)

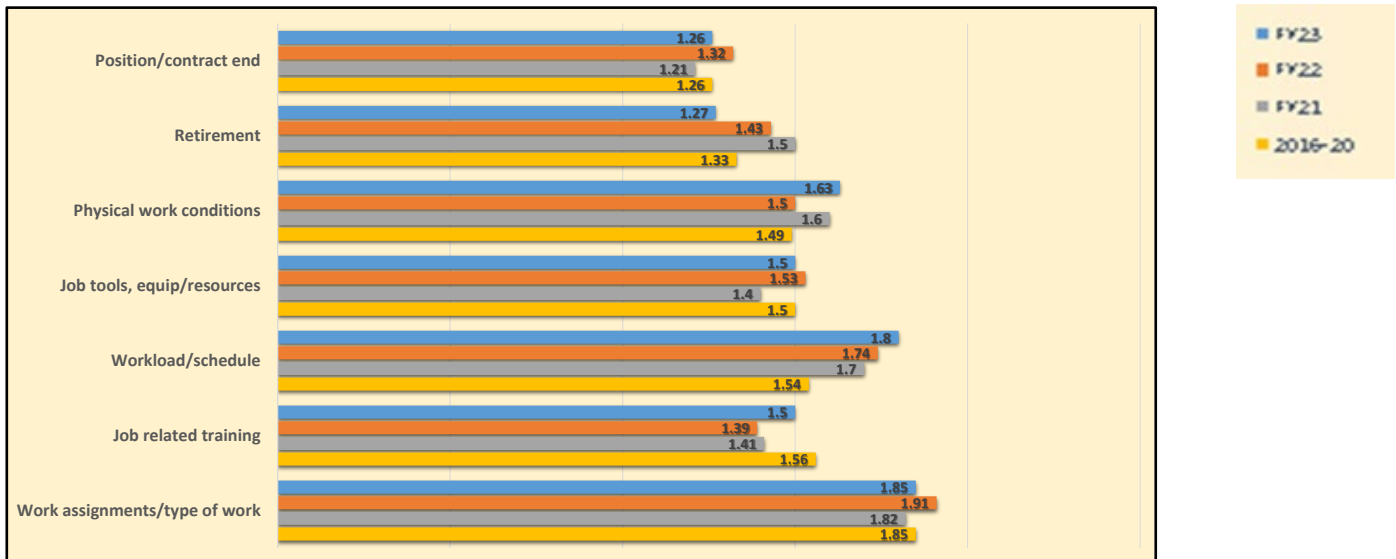
Exhibit I – Seniority Prior to Departure



The percentage of individuals who left their current position within the first 2 years has nearly doubled in FY23, however, since separations declined between FY22 and FY23, this increase represents the proportionate change within a smaller segment of those who left the university.

The following additional exit interview results are based on a scale of 1-3 where 3= heavily; 2=somewhat; 1=did not influence decision to leave.

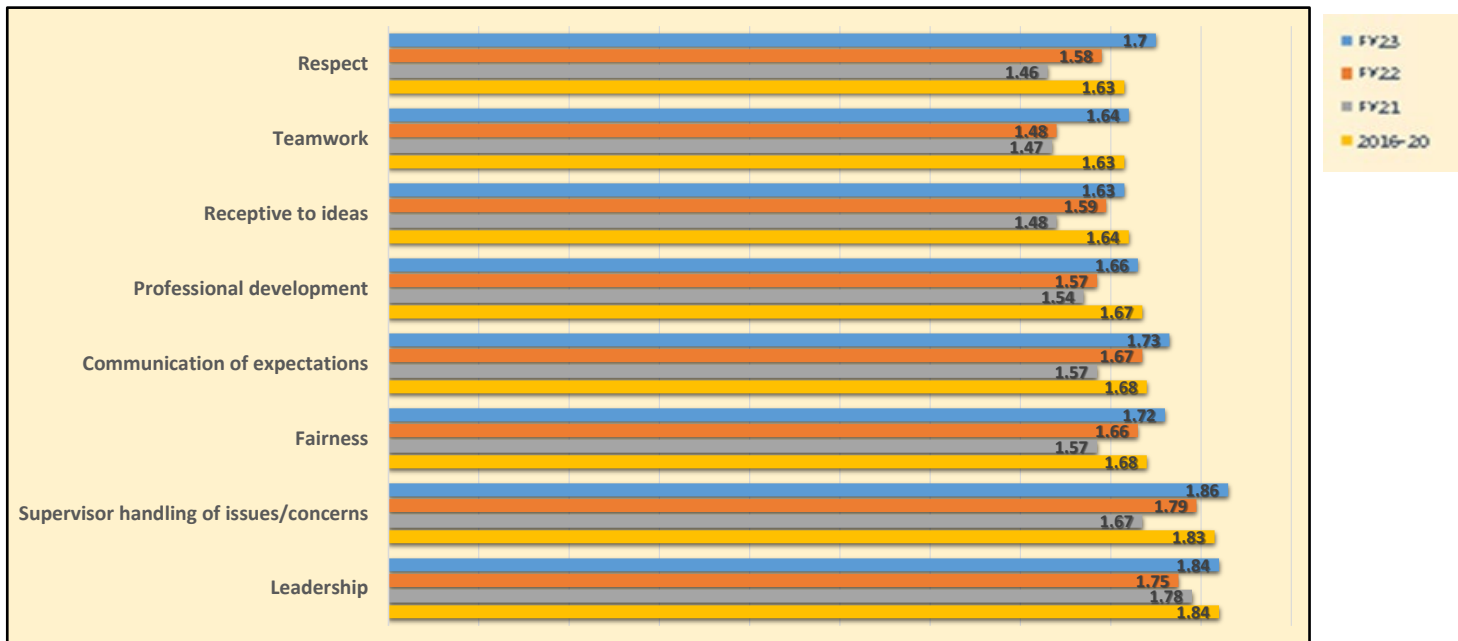
Exhibit II - Aspects of the position influencing the decision to leave



We noted a steady increase in workload/schedule as a reason for departure since the pre-pandemic era (approximately 17% over the 7-year period). We also noted a 8% increase in the desire for more job-related training since FY22.

According to the CUPA-HR² 2023 Higher Education Employee Retention Survey, 50% of higher education employees work hours above what is expected of full-time employees at their institution. Although this is a large percentage, it is much improved from the 66% of employees reporting additional hours in 2022. About 21% of employees work 1-5 additional hours per week. However, an additional 18% work 6-10 additional hours per week. About 6% work 16 or more additional hours per week. Of the 13 departments/areas analyzed, human resources (HR) has the highest percentage of employees working additional hours (60%), followed by student affairs (56%) and financial aid (54%) largely due to limited resources. Three in five HR employees work additional hours, and nearly 24% of HR employees work 6-10 additional hours each week beyond what is expected of full-time employees at their institution. To help reduce turnover, possible actions to address the increase in the work assignments/type of work concerns include work load rebalancing, changes in assignments for enhanced growth and development, and increased flexible work arrangements.

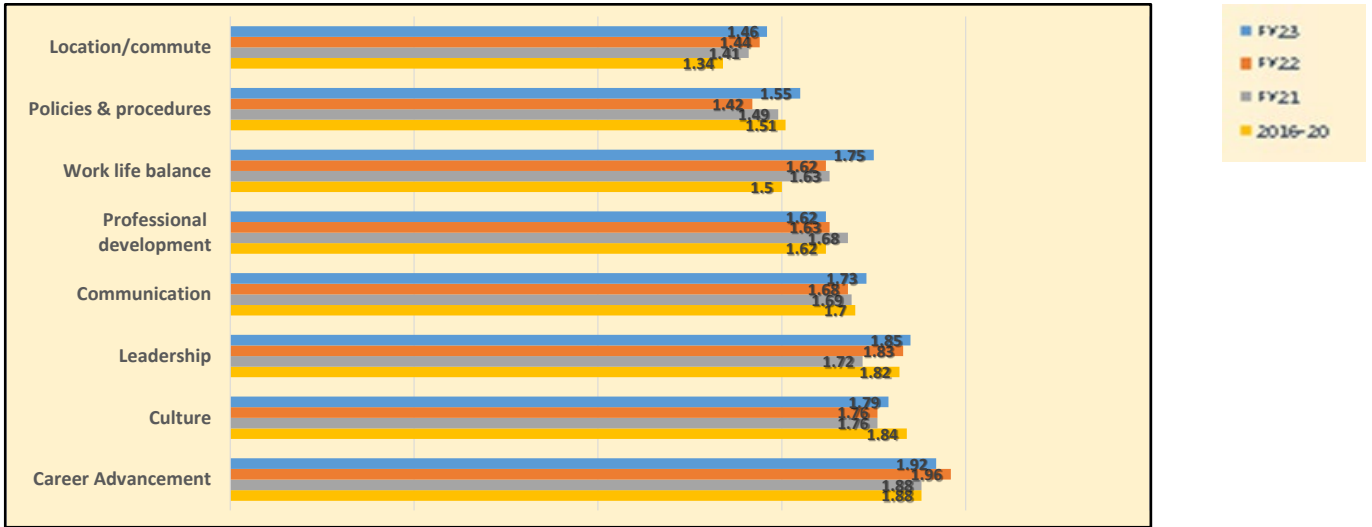
Exhibit III - Aspects of supervision influencing decision to leave



Key areas of concern here include the 16% increase in lack of respect and the 11% increase in supervisor handling of concerns from FY21 to FY23. These results are consistent with the CUPA-HR survey results. Possible actions to address these concerns relate to increased leadership development aligned with WSU values and senior management expectations, coaching, and enhanced accountability.

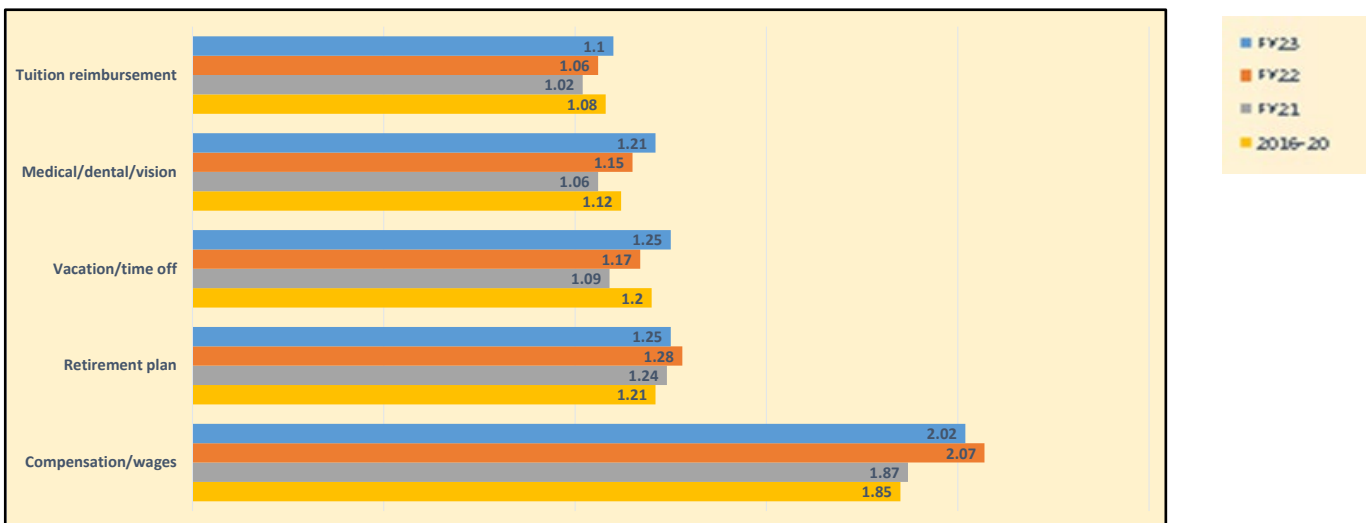
² College and University Professional Association in Human Resources (CUPA-HR)

Exhibit IV - Aspects of WSU influencing decision to leave



There is a 17% increase in work-life balance as a reason for departure since pre-pandemic. Approximately 44% of the survey respondents expressed dissatisfaction with the opportunities for advancement at their institution and 34% disagree that their institution invests in their career development. Moreover, more than 28% disagree that their institution’s leaders show they care about their mental health and well-being. Possible actions to address the work-life balance concerns include providing flexibility and a greater level of support for activities and programs which promote a positive working environment and increased wellness.

Exhibit V - Aspects of pay/benefits influencing decision to leave



Over the last year, we have continued to see an increase in the loss of employees due to fierce competition from higher compensation levels and greater work-life balance opportunities. While we have increased our pay rates for our represented faculty and staff and we recently provided merit increases to our non-represented staff, many of our salaries are less than the market rates of pay. Nationally, higher education salary increases have not kept pace with inflation since the pandemic began. Consequently, with the rising inflation, employees have been essentially experiencing pay decreases for the past few years. To combat this challenge, we have experienced an increase in salary adjustments (from bonuses, for internal equity, and retention offers) to retain high performing employees. Despite these efforts, non-represented staff will need a commitment for future merit increases to reduce the risk of losing top talent and institutional knowledge.

**Summary of Labor Union Contracts
As of December 01, 2023**

Bargaining Unit	Union President	Contract Begin Date	Contract Expiration Date	Employee Members	# of Employees
Non-Academic Unions					
Staff Association - UAW	Saundra Sumner Ac6642@wayne.edu	August 1, 2021	July 31, 2024	<u>Clerical Staff:</u> Accounting Assistants, Secretaries, Mailroom Controllers, Office Services Clerks, Receptionists, HR Administrators, Shipping/Receiving Clerks, Program Records Clerks	273
International Union of Operating Engineers (IUOE)	Maureen Kemp Bm8233@wayne.edu	October 1, 2020	Dec. 31, 2024	Engineers	45
AFSCME	Ulanda Fields Ai4349@wayne.edu	October 1, 2021	June 30, 2026	Custodians, Groundskeepers, Parking Attendants, Lab Animal Techs	173
UniteHERE	Gwendolyn Mason Du0665@wayne.edu Wanda Dukes (External Rep.)	July 1, 2021	June 30, 2024	Janitors	17
Service Employees International Union (SEIU)	Sherri Vaughn Ad2362@wayne.edu	New contract being negotiated	Jan. 31, 2025	Custodial & Landscape Supervisors	9
Michigan Building & Construction Trades Council (Trades/Team Leaders)	Timothy Dudek Gu9397@wayne.edu Patrick Devlin (External Rep.)	New contract being negotiated	May 31, 2026	Painters, Plumbers, Carpenters, Pipefitters	28
Police Officers Association of Michigan (POAM)	Julian Tinaj Ef4284@wayne.edu	October 1, 2018	September 30, 2023 (contract negotiations in progress)	Public Safety Officers	31
Professional & Administrative (P&A)	Gary Morris Ag8666@wayne.edu	August 1, 2021	July 31, 2024	IT, Administrative Assistants, HR Coordinators, Accountants, Budget Analysts	508
Total Non-Academic represented employees					1,084

Bargaining Unit	Union President	Contract Begin Date	Contract Expiration Date	Employee Members	# of Employees
Academic Unions					
American Association of University Professors (AAUP)-AFT	Danielle Aubert daubert@aaupaft.org	September 22, 2021	June 30, 2024	<u>Faculty:</u> Instructors, assistant & associate professors, professors, and clinical, teaching, research, and visiting faculty Adjunct Faculty <u>Academic Staff:</u> Academic advisors, academic services officers, athletic coaches and trainers, extension program coordinators, financial aid officers, health physicists, archivists, librarians, university counselors	1,862
Graduate Employee Organizing Committee (GEOC) – AFT	Sean O’Brian Gk0718@wayne.edu	July 16, 2022	August 15, 2025	Graduate Teaching Assistants	426
Union of Part-Time Faculty (UPTF) – AFT	Susan Titus Susantitus@wayne.edu	July 15, 2023	July 14, 2026	All employees with instructional duties who are not represented by the AAUP or GEOC	579
Total Academic represented Employees					2,867
Total Represented Employees					3,951

**Summary of Grievances
For the Non-Academic Unions
As of September 30, 2023**

The Employee and Labor Relations (LR) function works with the other HR teams and the unions to proactively address and resolve employee and management concerns. As a result, the need for filing formal grievances is significantly minimized. Additionally, the LR Director and the AVP, when needed, meet with union leaders on a routine basis to discuss specific concerns and to preview upcoming changes to policies, procedures, and systems. HR has also invited union participation on all major committees and task forces to ensure their members' feedback is considered in the design of new procedures and systems. This approach has been very effective at building stronger relationships with our union partners. The following is a summary of the formal grievances and arbitrations for the fiscal year ending September 30, 2023. This list does not include informal communications received and resolved by LR and HR on a daily basis or arbitrations that were successfully resolved prior to the formal hearing.

Union	# Grievances Filed	# Grievances Open	#Grievances Closed	#Arbitrations Filed	#Arbitrations Pending	#Arbitrations Closed (For WSU)	#Arbitrations Closed (For Union)
P&A	20	4	14	2	0 (settlements reached)	-	-
Staff Association	1	1	-	-	-	-	-
AFSCME	11	3	8	-	-	-	-
IUOE	4	2	2	-	-	-	-
POLC/POAM	4	0	4	-	-	-	-
SEIU	-	-	-	-	-	-	-
Skilled Trades	-	-	-	-	-	-	-
Unite Here – Janitors	-	-	-	-	-	-	-
Totals	40	10	28	2	0	-	-
% of Total	100%	25%	70%	5%	100%	-	-

Medical Plan Enrollments by Employee Group As of December 2023

Medical Plan	Total # of Represented Employees	Total # of Non-Represented Employees & Stipend Recipients	Grand Total	% Enrolled
Blue Cross Blue Shield (BCBSM)	63	19	82	1.6%
Blue Care Network (BCN)	723	580	1,303	24.8%
Health Alliance Plan (HAP)	822	506	1,328	25.3%
Community Blue	297	172	469	8.9%
Priority Health	667	710	1,377	26.2%
Cash-in-Lieu	349	344	693	13.2%
Grand Total	2,921	2,331	5,252	
% of Total Employees	56%	44%		

The average estimated costs per employee per year (PEPY) for FY2023 are as follows:

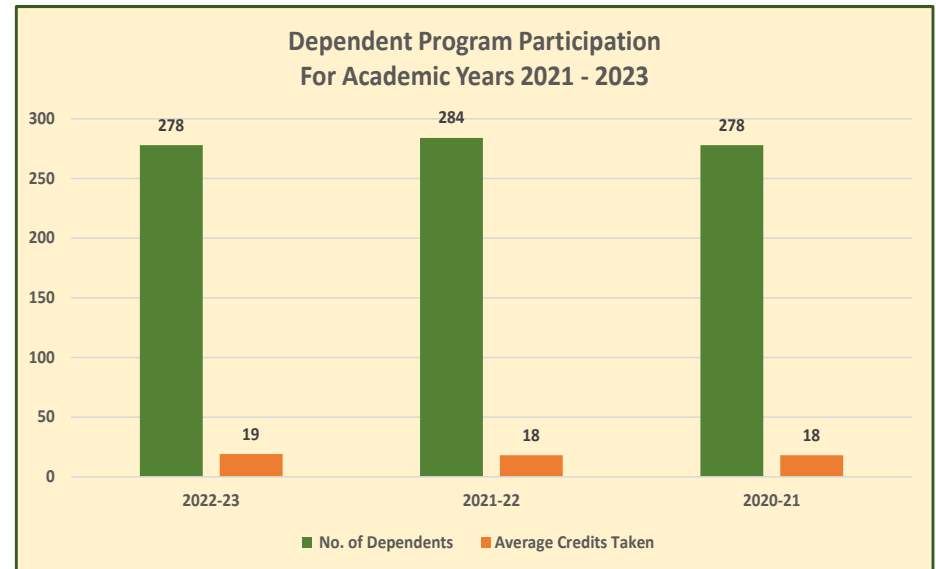
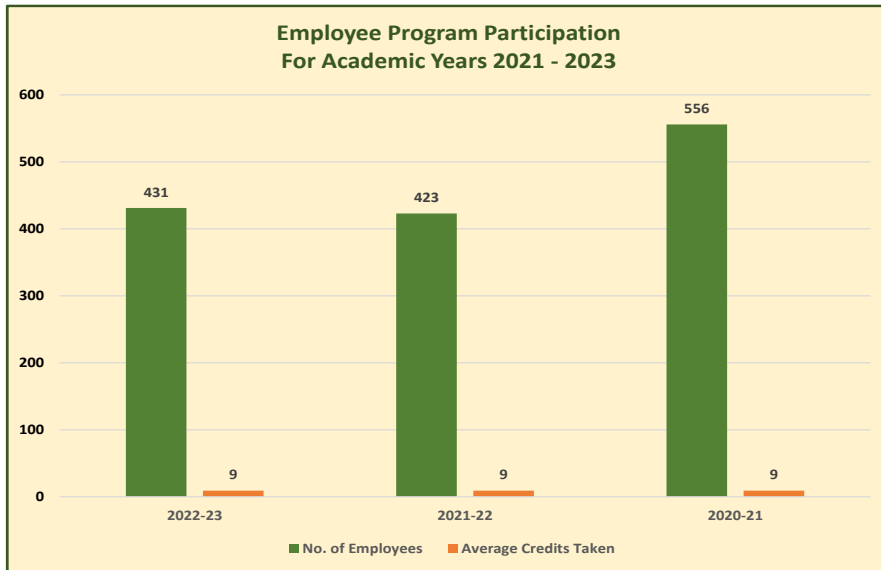
- Medical only: \$10,953
- All health and welfare benefits (medical/dental/vision, life, long-term disability, 403(b) retirement savings plan): \$17,000

On average, active employees contributed 28% of the total premium cost for medical coverage.

The following employee groups are not eligible/enrolled in the medical benefits and are excluded from the numbers above:

- Employees who work less than 50% of their time
- Skilled Trades (the university pays into the union's benefit plan based on a composite fringe benefit rate of 112.7% for FY2023)
- Temporary employees
- Employees who receive healthcare benefits from another source, however, some of these individuals may be receiving the cash in lieu of WSU benefits

Tuition Assistance Program Participation For Academic Years 2021 – 2023



Wayne State University provides the following types of tuition benefits:

- The Employee Tuition Assistance Benefit pays 100% of the cost of tuition, regular registration fee, and Student Services Fee for eligible employees. All other fees are the responsibility of the student.
- Reduced Tuition for Spouse/Child of Employee Benefit pays 50% of the cost of tuition only for an eligible spouse/child of an eligible employee.
- Reduced Tuition for Spouse/Child of Union of Part-Time Faculty (UPTF) Member Benefit pays 50% of the cost of tuition only for an eligible spouse/child of an eligible UPTF member.

Approximately 8% of all eligible employees participate in the tuition assistance program.