

Attachment 3
Human Capital Services Employee Relations and Engagement
(1 of 4)

August 2020

To: Faculty Senate

From: Employee Relations and Engagement
 Charlotte Self – Director
 Paul Volino – Senior Specialist
 LaVerne Williamson– Specialist

Re: FY20 Annual Report

This report represents the activities of Human Capital Services, Employee Relations and Engagement team from July 1, 2019 – June 30, 2020. Our unit provide guidance, coaching, intervention, mediation for various dispute/conflicts, performance consultation that occur in the workplace. Our activities have been combined to provide an aggregate view of our work, to protect confidentiality, and to maintain the anonymity of those with whom we work. All conversations, actions and outcomes are privileged information. No specific information about any individual(s) or their status is provided.

There was a total of 685 new concerns addressed by the Employee Relations and Engagement team in the FY20 timeframe. Of those 685 new concerns, 68 concerns were policy inquires related to the COVID-19 pandemic.

Employee Relations and Engagement’s Americans with Disabilities Act (ADA) Coordinator addressed 116 new requests for accommodations during FY20, a 100% increase over FY19’s 58 new requests for accommodations. Of those 116 new requests for accommodations, 19 requests were COVID-19 related.

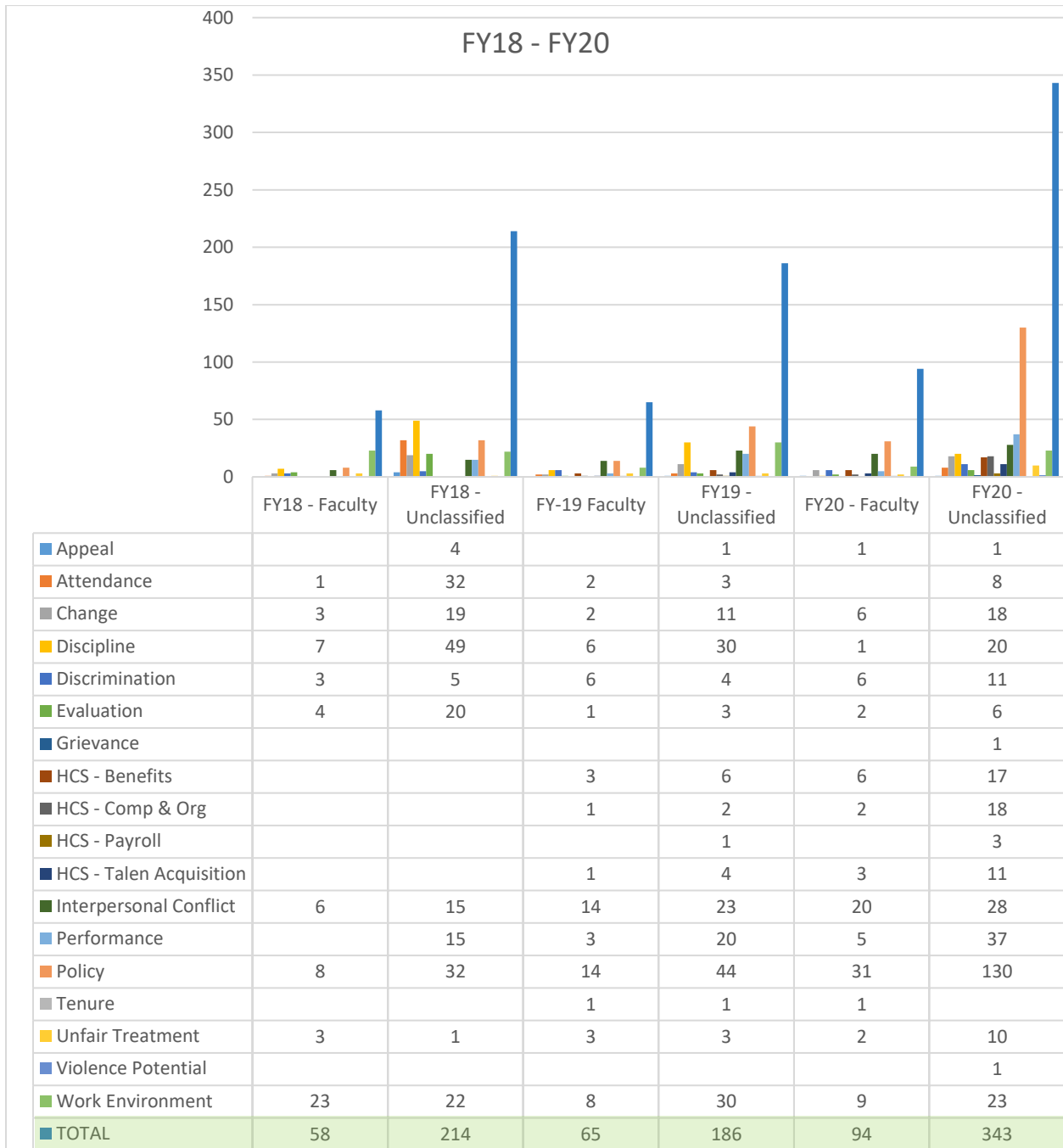
A summary of the concerns is provided below. USS Appeal/PRC, employees did not follow through with the PRC process.

Classification	Faculty	Unclassified	USS
	94	343	248

Nature of Concerns include USS

Concern	Number	Concern	Number
USS PRC/Appeal	2/0	HCS – Payroll	3
Attendance	20	HCS – Talent Acquisition	15
Change	73	Interpersonal Conflict	66
Discipline	52	Performance	59
Discrimination/Harassment (Inquiry)	36	Policy	206
Evaluation	17	Promotion/Tenure	1
Hearing/Grievance (Inquiry)	1	Unfair Treatment	17
HCS – Benefits	35	Violence Potential	1
HCS – Comp & Org	28	Work Environment	53

(2 of 4)
FY18 – FY20 Human Capital Services Employee Relations and Engagement



(3 of 4)

FY20 Human Capital Services Employee Relations and Engagement

Not included in the above data are training opportunities and Team Engagements. A Team Engagement is different from a team building process in that it prepares a fractured team for team building. Team Engagements include a one-on-one deep structured interview with each team employee, followed by synthesis and diagnostic of data follow by engagement activities to strengthen the team. Training is another aspect of Employee Relations and Engagement. In FY20 Employee Relations & Engagement conducted 14 trainings with a total of 232 employees in attendance.

In response to the 2019 recommendations from the Ombudspersons Faculty Senate Report; Employee Relations and Engagement respectfully submits the following updates.

Ombuds Recommendation: Renewed focus on the University's Principles of Community, as unprofessional actions and speech continue to contribute to interpersonal conflict.

Update: Human Capital Services developed a new program to acclimate new employees to K-State resources, culture, and traditions. K-State New Employee Welcome (KSNEW) holistic onboarding program is designed to bring all new employees together, providing each person with an experience that will ensure that they have a sense of belonging from the start. KSNEW also brings with it a renewed emphasis on the Principles of Community by providing a 45-minute session designed to introduce each principle and a time for open dialogue allowing employees to share their thoughts and ideas.

Ombuds Recommendation: More training on the performance evaluation process.

Update: Human Capital Services has completed this goal and provided best practices training to departments on request. The training is included in the Supervisory Foundation training. Employee Relations & Engagement has provided training when requested and train supervisors individually when requested.

Ombuds Recommendation: Enhanced training for Dept./Unit Heads regarding University handbook compliance and interpretation.

Update: Human Capital Services implemented training in the Supervisory Foundation training. HCS supports that additional targeted training would be beneficial for Dept./Unit Heads.

(4 of 4)
Concern Definitions

Appeal – USS employees requesting a hearing through one of the hearing bodies

Attendance – concerns about employees not attending work as expected (tardiness, excessive absences)

Change – concerns about changes to work hours, job duties, structure

Discipline – concerns about disciplinary actions and either imposing or receiving an action

Discrimination/Harassment – concerns about being treated differently based on PPM 3010 (referred to OIE)

Evaluation – concerns about how to conduct an evaluation or from an individual who has questions about an evaluation they have received.

Hearing and/or Grievance: Unclassified employees requesting information about an administrative appeal and/or grievance hearing.

HCS – Benefits – concerns about different kinds of leave, tuition assistance or other benefits

HCS – Compensation – concerns about pay or position changes

HCS – Organizational Development – concerns about changes in organizational structure, working out of one's classification

HCS – Payroll – concerns about paychecks and/or deductions from paychecks

HCS – Talent Acquisition – concerns about recruitments or applications

Interpersonal Conflict – concerns about getting along with another person or group

Performance – concerns about performance coaching and feedback and consequences of poor performance

Policy – questions about policies i.e. is there a policy, where is it located, what is the appropriate interpretation and application

PRC – USS employees appeal disciplinary actions to this body

Promotion & Tenure – concerns about the tenure clock, denial of promotion and/or tenure

Unfair Treatment – concerns about being treated differently or unfairly based on something not covered in PPM 3010

Work Environment – concerns about the work environment being uncomfortable either physically or emotionally