

Remaining questions from the Spring 2019 University Support Staff Open Forum

Does HCS realize USS Staff hasn't had raises, with the exception of a 3% across the board raise, in 10 years? Faculty and Admin get yearly increases. Please explain.

A: The history of budgeted percent salary increases can be found on the Budget Office web page <https://www.k-state.edu/budget/facts.html>. The increases over the past 10 years for USS and Unclassified are provided below. During the years prior to 7/1/2014 (FY 2015) USS employees were classified employees of the State of Kansas and the legislature approved salary increases.

USS/ Class	Fiscal Year	Increase	Unclassified	Fiscal Year	Increase
	2008	2.00%*		2008	4.50%/3.00%*
	2009	2.50%*		2009	4.00%/2.50%
	2010	0.00%*		2010	0.00%*
	2011	0.00%*		2011	0.00%*
	2012	0.00%		2012	2.50%*
	2013	0.00%*		2013	1.00%*
	2014	0.00%		2014	2.00%*
	2015	2.00%*		2015	2.00%*
	2016	0.00%		2016	0.00%*
	2017	0.00%		2017	0.00%*
	2018	2.5%*		2018	2.50%*
	2019	0.00%		2019	0.00%*

USS Increase Notes

*2008-Legislature gave one-time \$860, plus one pay grade increase of 5% for those classified job codes that are paid 35% below market.

*2009-Legislature approved implementation of a new state classified employee pay plan for all state employees in FY 2009 as recommended by the State Employee Oversight Commission. The Legislature approved a below market salary adjustment of at least 5% for those classified job codes that are in the basic vocational classes (i.e. senior administrative assistant, custodial specialist and general maintenance repair technician). The Legislature has also appropriated funds to provide below market salary adjustments for each year through FY 2012. Also, the Legislature discontinued the longevity program for all new employees hired after 6/15/08.

*2010-No general increase was approved by the Legislature. However, the Legislature did continue to fund market salary adjustments which ranged from 2.5 % to 20% based on the specific job title. Additionally, the Legislature lapsed SGF longevity funding from the base appropriations.

*2011-No general increase was approved by the Legislature. However, the Legislature did continue to fund market salary adjustments which ranged from 2.5 % to 20% based on the specific job title. Additionally, the Legislature lapsed SGF longevity funding from the base

*2013 No general increase was approved by the Legislature. However, the Legislature did fund market salary adjustments of 5% to specific job titles. Additionally, longevity was decreased from \$50 per year to \$40 per year.

*2015-Classified staff were converted to USS 7/1/14. No increase was approved by the Legislature. KSU funded a 2% COLA for USS employees

*2018-1% COLA increase for the full fiscal year. An Additional 1.5% COLA increase began 7/2/18 for those who were not already above that increase amount prior to the FY18 1% COLA.

Unclassified increase notes

*2008-The \$860 one-time payment was added into the unclassified salary base for an additional 1% that brought the total increase to 3%. K-State funded the Targeted Faculty Enhancement for an additional 1% increase for ranked faculty. GTAs received an additional 4% enhancement from tuition funds for a total increase

of 7%. Professorial performance awards were awarded in FY 2008. The total award amount for FY 2008 is \$5,235 which provides faculty an additional .5% increase.

*2009-In addition to the increase approved by the Legislature, KSU funded the Targeted Faculty Enhancement for an additional 1% increase for ranked faculty. Professorial performance awards were awarded in FY 2009. The total award amount for FY 2009 is \$5,300.

*2010-No increase was approved by the Legislature. However, KSU funded professorial performance awards at \$5,545/award.

*2011-No increase was approved by the Legislature. However, KSU funded professorial performance awards at \$5,745/award

*2012-KSU funded a 2.5% mid-year increase for unclassified employees halfway through the year. This equals a 1.25% annualized increase for the fiscal year. Professorial performance awards were also provided at \$5,770/award.

*2013-No increase was approved by the Legislature. KSU funded a 1% mid-year increase for unclassified employees halfway through the year. This equals a 0.5% increase for the fiscal year. Professorial performance awards were also provided at \$5,750/award.

*2014-No increase was approved by the Legislature. KSU funded a 2% mid-year merit increase and targeted faculty enhancement awards of \$3,000/award for unclassified employees halfway through the year. This equals a 1.0% increase for the fiscal year. Professorial performance awards were also provided at \$5,905/award.

*2015-No increase was approved by the Legislature. KSU funded a 2% merit increase and targeted faculty enhancement awards of \$3,000/award for unclassified employees. Professorial performance awards were also provided at \$5,865/award.

*2016-No merit or COLA increases were given. KSU funded targeted faculty enhancement awards of \$3,000/award. Professorial performance awards were also provided at \$5,980/award.

*2017-No merit or COLA increases were given. KSU funded targeted faculty enhancement awards of \$3,000/award. Professorial performance awards were also provided at \$6,265/award.

*2018-1% COLA increase for the full FY. KSU funded targeted faculty enhancement awards of \$3,000/award. Professorial performance awards were also provided at \$6,370/award. An additional 1.5% COLA increase began 7/2/18 for those who were not already above that % increase amount prior to the FY18 1% COLA.

*2019-No merit or COLA increases were given. Professorial performance awards were provided at \$6,400/award. There were no targeted faculty salary enhancement increases for FY2019.

We all know enrollment is down. But even when it is up, we don't get a cost of living raise. We don't keep up with the rest of the economy to live.

With all due respect, faculty already make a living raise while many USS do not. Many have to work second jobs in order to pay basic needs. Part of the reason I can afford to continue working for K-State is because I do not have to pay for the state's health insurance plan. With the state plan being self-funded, would it be beneficial for the state to look at a different model?

A: Health care costs are one of the greatest drags on employee wages around the country, particularly in public employment. Health plan costs have risen every year. In doing analysis the overall premium cost of the employee health plans (the amount employees pay plus the employer portion) for Kansas are right on par with competitor states and universities. The difference is who is paying for them particularly in the Employee+Spouse/Partner and the Employee + Family tiers. In the case of Kansas, employees in those tiers are paying a far greater share of the premium than our competitors. HCS leadership has presented on this and advocated for employees to the Kansas Board of Regents. In terms of looking for a new model, the state may find some savings if it goes out to bid for a new plan administrator or a new plan, but given the current market those savings would likely be minimal. The state has simply chosen to charge employees a greater portion of the cost of health care, particularly in the employee+spouse/partner and employee+ family tiers.

What is KSU's weather policy? There was a day with 39 reported slip and fall accidents, iced over parking lots and sidewalks and yet evening classes went on. The ice storm started about 2 pm. What would it take to shut down if not this?

A: PPM Chapter 3035 is the Inclement Weather General Policy and Procedure.

If USS (hourly) employees stay home during ice/snow storms, do we have to use our vacation leave?

A: PPM Chapter 3035 .045 provides employee guidance if no declaration of inclement weather has been issued. If the university is not closed employees should use available leave to cover time they are not able to be at work.

Potential incentives to keep employees could include reduced or no parking pass fees or free rec memberships.

A: The fees charged in both of these areas are used to support their operating costs. Parking services is an auxiliary that is totally self-supporting from the parking permits and fine revenue generated to fund their operating costs and maintenance on the parking lots. Recreation services is subsidized from a small general use allocation, privilege fee revenue from student fees and the membership pass revenue. Providing these services at reduced or free costs to the users negatively impacts the revenues needed to support their operations. We will continue to work with USS senate leadership to explore other areas to provide as retention incentives to our employees when no salary increases are implemented.

When you list a job opening for custodial specialist, you list a range with the top pay over \$14.00 an hour. How do you get to \$14.00 an hour?

A: Progression along the range for custodial specialists is through salary increases negotiated between the university and the employee Union.

I know custodians that have been here over 20 years and they are only at \$12.00 an hour. There haven't been any merit raises in over 10 years. Do you think they will bring merit raises soon?

A: As reported in the first question, over the past ten years three cost-of-living increases were implemented in FY 2009, FY 2015 and FY 2018. Historically increases allocated to classified or university support staff were allocated as cost of living raises. A process will need to be designed to allocate merit increases to USS employees based on performance and negotiated with the employee unions.

Being an USS employee who oversees the budget of our department, it appears the new budget model is asking departments to do more with less financial resources. How is this new budget model going to affect USS positions? Is this model eventually going to cause departments to merge together; or work towards a "shared services" environment in all units across campus having to eliminate USS positions due to lack of financial resources?

A: The new budget model is a different way to allocate general use funds than based on an incremental model of adjusting the prior year base budget. Our goal is to implement a strategic budget model that rewards enrollment and student credit hour growth, incentivizes and aligns with university priorities, energizes innovation, provides greater financial accountability and transparency, unlocks the historical budget, and preserves K-State's land-grant mission. Some colleges are already looking at ways they can be more efficient and still provide quality services through merging departments, creating shared services and reallocating USS positions to unclassified through attrition because the benefit costs are less.

Each Dean's Office and Administrative Unit functions very differently on campus. For example, some colleges still hire USS and others do not. Some colleges do not allow reclassifications to be submitted to HCS when people changes duties and others do. Some colleges host recognition events for employees while others do not. Do you believe this decentralized approach is working?

A: Regardless of decentralization, departments should all use the same guidelines with regard to reclassification. These may be found here:

<https://www.k-state.edu/hcs/work-life/compensation/job-title-search/Comp-structure-resource-docs/requesting-a-reclassification-v2.pdf>

It is the position of university administration that employees' positions should be regularly updated, properly classified and fairly compensated for the work they are performing.

How can reclassification happen if it requires 30% or more change, if changed each year for less than 30% year after year?

A: Ultimately, a reclassification is approved or denied based on how well the duties/responsibilities match the proposed role. 30% is a helpful rule of thumb because small changes on their own are unlikely to result in a position change but it's not a hard and fast rule that a request must meet. When a position has changed little by little over time to the point the cumulative effect may equate to a best fit in a different position title, we would definitely invite a reclassification request.

How can we improve morale at the University if situations differ so much from college to college?

A: It is in every department's best interest to do everything it can to improve employee morale. Some of the things the university is doing to strengthen our commitment to that include the introduction of the new [Supervisory Foundations](#) program that will provide essential supervisor information and best practices to promote effective supervision in a higher education environment. This is really about trying to make all of our supervisors on campus perform at their best and have the greatest impact on employee morale regardless of what department they are in.

Here is a recap of real stories: Employees are feeling the squeeze of rising costs, both on campus and off campus costs. Grounds and custodial employees are the lowest paid employees. Employees have been, and more are, currently turning to part-time jobs elsewhere to make ends meet. Custodial and Grounds are understaffed requiring current employees to pick up the slack. Pay raises are an immediate concern. Many feel they have made all of the cuts to their individual budgets that they can make and have reached the point of an immediate pay raise is required to meet the basic level of necessities. Can we work on a way to raise these wages within the next 6 months?

A: We are working on a two headed front to impact university funding and our ability to give raises to employees. 1) The universities and the Kansas Board of Regents are lobbying the legislature very hard to restore the funding cuts implemented in FY 2009. Full restoration of these cuts totaling \$50 million for the Regents' system would go a long way to stabilizing our budget. 2) The Strategic Enrollment Management plan is critical to our ability to stabilize enrollment and the budget and increase our ability to give meaningful salary increases to employees. Enrollment is our lifeblood and this plan we are putting into action represents our best work to ensure a prosperous future.

Changes to our enrollment strategies requires a longer period of time before we see the positive outcomes so the efforts at the legislature will be the most critical in the short term. We expect that the strategic enrollment plan will have a significant impact in the next academic year beginning fall 2020.

K-State family is important. Our personal family is also important. It is not only me as an individual who make sacrifices based on the increase in cost of living, but our family also has to make sacrifices to afford food, rent, car payments, insurance and other basic living costs. There are members of our K-State family who have to go in debt just to continue to work here (example- expenses above the normal every month expenses – car repair, higher than last year insurance charges, health care expenses, etc). How can we help those in need?

A: This is a very good question and we recognize we have employees who are struggling to make ends meet. Beginning April 1, university staff will be eligible to shop at the Cats' Cupboard. Thanks to the work of Sarah Barrett, a grant was awarded through the Kansas Health Foundation that expanded the services provided from Cats' Cupboard to include faculty and staff. We would love to work with USS Senate leadership to see if there are other ideas we could come identify to help address some of these difficult and often unexpected financial situations.

This is a two-part question:

A. Given the climate of change coupled with some known uncertainties (new reporting structures, possible re-locations, possible new task assignments, etc) can you share the plan on how we will assure employees through the process that we will be mindful of their "person" when making decisions that may result in displacement through a new reporting structure or relocation, and possible new job tasks assigned to them?

B. Will there be a way for employees to be directly involved through this development of the plan that directly impacts their position (mainly any changes in job tasks added/removed)?

A: It is difficult to respond to this question without knowing the unit or department they are referencing. Reorganization is occurring within the Division of Student Life and the Provost Office. So far there have been open forums scheduled with employees to discuss the proposed changes. If employees have questions regarding changes to their job duties, we recommend they discuss their concerns with their supervisors. Changes in job duties should be discussed with the employee along with rewriting the job description. If significant changes occur to the duties, the position should be reviewed through the reclassification process as described in the response to the question at the top of page 4.

There have been articles and talk about having representatives from businesses and possibly industry representatives lobby for higher education financial needs. Has that happened and how well do you think that went with our legislators?

A. During the past year, the university presidents from Kansas State University, University of Kansas, and Emporia State University worked in conjunction with leadership from the Chamber of Commerce organizations in Manhattan, Emporia, Topeka and Lawrence to host events in those communities to talk with business and community leaders about higher education. Not only did they discuss the value and impact of higher education on the economic prosperity and quality of life for the state of Kansas, they also talked about industry workforce needs and the need for business and industry to help advocate for restoring state funding for higher education.

More recently, the board chairs for the Chambers of Commerce from Manhattan, Emporia, Topeka and Lawrence sent letters to the Kansas Legislature asking for their support of the Kansas Board of Regents request for funding that would add \$50 million in state support for state universities and \$27 million for Washburn University, and community colleges and technical colleges.

The question remains how much funding the legislators and administration will approve in the budget for next year. Currently, they are recommending additional funding but far less than the amount requested by higher education and supported by our Chamber of Commerce organizations.

We promote "Family" here at K-State. We need to be doing more to support everyone. We are trying to remove barriers for students, but we also need to remove barriers for all staff as well. Regular raises coupled with reducing barriers such as fair compensation, easing the process to promote employees, reducing or

eliminating parking privilege charge, etc. Reducing barriers for staff will go a long way to make our staff feel they are important and their work is valued by the University.

A: There are a number of things that have been changed or implemented to help with some of these scenarios. There used to be a limit on the increase a USS employee could receive with a promotion. That limit has been removed. The university has adjusted upward the new salary scales each year and has increased the salary of any employee who would have fallen below the new minimum. If there are other ideas that might be implemented we would love to work with USS Senate to determine, what more might be accomplished in identifying and removing barriers where we have the ability to do so.

Employee retention is critical for institutional knowledge. Retention is necessary within every area of university life. What programs/initiatives have we implemented to retain employees? And what programs/initiatives are currently being developed?

A: We continue to fund longevity bonuses for USS employees. Retention increases may be granted, funding permitting, as part of the new compensation structure as outlined in the instructions for mid-year salary increases. <https://www.k-state.edu/hcs/forms/per46.html>

In HCS we are working on a few strategic initiatives that have a direct tie to employee satisfaction and engagement. Supervisory Foundations, a new comprehensive supervisor learning and development program kicked off its pilot group. Information on this program may be found here:

<https://www.k-state.edu/hcs/initiatives/supervisory-found.html>

We are also working on a four pronged effort focused on competencies. When you think about what a competency is, it is a skill or behavior required for success that can be observed. What if employees knew exactly what it took to get that job they've always wanted? What if they knew how to articulate how they fit those skills and behaviors in an interview setting? What if the search committee knew how to ask and how to listen? What if supervisors worked with employees to help develop and recognize how their employee displayed success in those competencies?

We have working teams right now from across campus both USS and unclassified working in the following four areas. These teams will aid in the development of activities, including developing tools and resources, and updating related policies and procedures as it relates to the specific theme.

- 1)Competency Modeling
- 2) Career Paths
- 3)Performance Management
- 4)Career Development

Information on these can be found here: <https://www.k-state.edu/hcs/initiatives/global-comp-framework.html>

Your statements about mid-year increases, yet KAPE holds all negotiation power – this needs attention. How do we get a union rep with a working phone? When trying to reach rep, told to call his friend's house. This is not representation.

A: Mid-year increases have been granted even in areas with KAPE representation. The university does not control who is a representative of KAPE. Dues paying membership selects the representatives.

What is the process for removing KAPE from representing the maintenance departments?

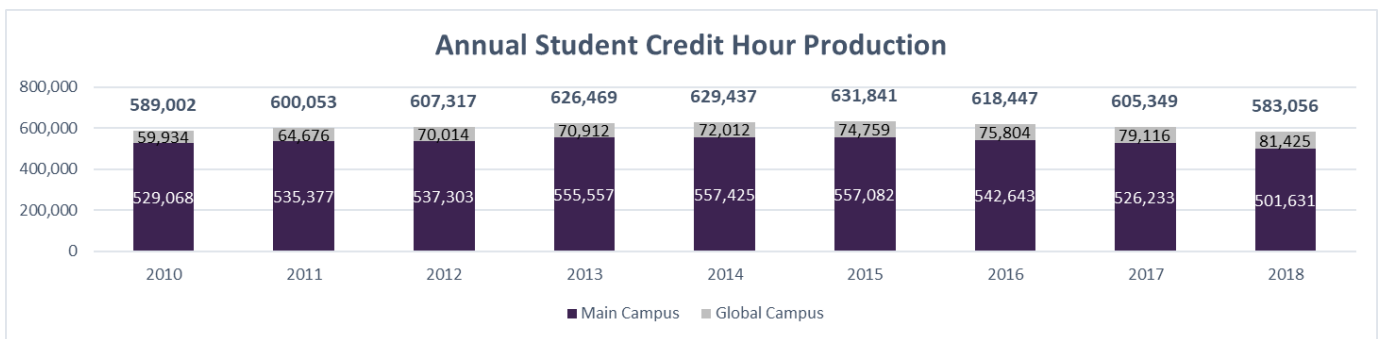
A: Any questions regarding union representation in the workplace may be directed to the US Department of Labor or the Kansas Department of Labor.

No money is always the excuse from management. Yet we waste money interviewing people for raises. How can the University expect to keep skilled employees when we pay entry level positions more than current skilled trades?

A: Without specific examples it is difficult to answer this. We work very hard at maintaining equity and counsel with departments when making salary offers on new hires about equity with employees who are already here.

What were the figures for enrollment? How much of a decrease was there compared to last year? Is there an increase or decrease of students enrolling in on-line classes? Is there an increase in number of foreign students enrolling? Is there an increase or decrease in the number of graduate students? Are certain colleges continuing to see a decrease in enrollment such as Business, Engineering, Fine Arts, Sciences, Veterinary, etc.?

A. Enrollment information can be found on the Planning & Analysis web page at <https://www.k-state.edu/pa/student/index.html>. Below is a graph of student credit hour production over the past eight years which is a good indicator of tuition revenue collections. On campus credit hours have declined 10% since the high in FY 2014 while global campus or on-line student credit hours have increased almost 36% since FY 2010 but not enough to offset the on-campus credit hour decline.



International enrollment has declined 612 FTE or 32% since the high in Fall 2014. Kansas resident enrollment has declined 1,428 FTE or 9.5% since the high in Fall 2013.

