



August 10, 2016

Present: Connie Basquez, Angela Beatie, Johny Buchanan-Spachek, Linda Claypool, Crystal Dilbeck, Renea Goforth, Kimberly Gutierrez, Debra Herndon, Angie Linder, Sheryl McKelvey, Robbie Norton, Stacy Salters, Randy Sessions, Karen Wilson, Lisa Wood and William Wray.

Excused: Carla Mann, Dustin Carter, Jama Challans, Daniel Collins, Matt Houston and Walter Mayne.

Unexcused: Denecia Angleton, Rosemary Hedrick, Connie Owens, Herculia Thompson.

Guests: Becky North, Judy Espinoza, Matt Johnston and Sarah Hunter.

I. Call to order/Welcome

II. Presentation by United Way

- This year the focus is on addressing absenteeism in the elementary schools. The plan has been successful in lowering rates absenteeism.
- Literacy- Dolly Parton Imagination Library provides books to low income families.
- Women's Leadership Program- members are visiting schools and having elementary students read to them, children are learning 1.6 words/week which is better than the national average.
- Our United Way on-campus liaison is Delinda Royse, contact her at 316-461-6785 or email with questions.

III. CBiz Update (Sarah Hunter)

- Overview of history of project: In December 2014 the project began. WSU and other KBOR universities hired CBiz as our consultants to create a new classification and compensation schedule. Since WSU moved away from classified system from the state we have not had a classification and compensation schedule. All WSU staff filled out JAQ Forms, which were then collected and then sent to CBiz to organize. Most WSU employees have received their letter with a new P class title- Position Class; a 5 digit code which is a system code. Previously we only had a few P class titles- such as "Senior Specialist". WSU needed a way to determine market value of positions and where to recruit from. The only people who received a pay increase are those who were in GU funded positions and were being paid below minimum market value for their position's new pay grade. This project did not have any funding to bring everyone up to the mid-point. RU funded positions did not receive any increase in pay. Job Descriptions will be polished up and sent to all staff soon.
- Question- "I did research online and it seems that CBiz's medium pay is published as the low range online." Sarah Hunter- CBiz purchased the salary data from 1922 salary surveys and did analysis on like-positions locally and regionally. This purchased data is reliable, whereas the data online might be self-reported- which can affect its reliability.
- Question- "Is there an opportunity to move up within this pay scale? If I am a P5, can I move up to a P6 or am I a P5 until my duties change?" Sarah Hunter- This information is a pay grade, not a pay step. So if you wanted to change your pay grade, yes you would have to expand or change job duties. If we ever get merit increases or cost of living increases, everyone would get those.
- Question- "Can people who have been working at WSU for 1 year be classified in the same pay grade as someone who has worked here for 15-20 years?" Sarah Hunter- They can be. The market continues to change, so a person who has worked here for years can get merit increases and then



when WSU wants to hire for that position they need to pay according to the market to get talent on campus. This is called “compression”- an issue that hiring managers need to be aware of and give pay increases to reward seniority to those who grow in their job.

- Question- “I’ve been here for 27 years and I’m still not in the middle of my bracket. How is that determined?” Sarah Hunter- CBiz didn’t look at the person in the job, just at the job itself. Salary structure A- that is the traditional structure, narrow at the lower pay grades to avoid violating federal law, but also encourage people to grow in their job. Pay structure B is more of a ladder- we want people to move up. For example, if you are a custodian, we want you to advance, become a custodial senior and then custodial supervisor. Pay structure C is broad- made for WSU’s research heavy positions. People in these positions are doing similar tasks, but their contracts are different, so we need a different structure for their pay.
- Question- “In the past, we have not been allowed to grow, unless you supervisor has allowed you to grow. So I’ve gone up 3 or 4 scales, but I can’t go beyond that unless my supervisor has made that decision. Is that going to change with this?” Sarah Hunter- There is such a thing as achieving perfect mastery of your job. Once you’ve done that and want to stay in your position, there’s nothing we can do and there will be a limit to how much you can make. We aren’t going to force you to change jobs.
- Question- “But we are being forced- we are having more and more demands and responsibilities placed on us- but we are not being allowed to move up because our supervisors don’t give the ok” Sarah Hunter- Because of the budget situation, we are all being asked to do more- volume or additional responsibilities, but are within the same job classification. This is also why we have a salary range and leadership makes decisions about pay. Based on the resources of the department, as long as you are in between the minimum and maximum of that job position, we aren’t violating any laws.
- Question- “We’ve gotten our CBiz Titles, when are we going to get our job descriptions?” Sarah Hunter- I’m going to post them online on the HR webpage, so you can look at any job description and see the positions below and above you.
- Question- “Did you say that there would be a more specific job title, more tailored?” Sarah Hunter- position description is more generic, all of the possible responsibilities that could be part of your job. Your specific job description will be what you have now- % of time spent, specific software. This is a great place to start if you are a hiring manager- you can see the job in broad strokes.
- Question- “What if it’s not even close? What if your responsibilities are way, way more?” Sarah Hunter- With the broad position description, it won’t be specific or capture everything. Many will have “as required” or “additional responsibilities as necessary” at the end of the description.
- Question- “Where do we actually find the information from CBiz? These letters came from Human Resources.” Sarah Hunter- “The actual line-by-line information from CBiz won’t be published. If you have specific questions about your position, you can talk to me.
- Question- 7 years ago, the State did a survey and said we were all dramatically underpaid and promised all of these increases, which were taken away because of budget cuts, then CBiz came and did this presentation promising to get us the correct pay. And now I get a letter with my salary. What is this really telling me? What was the purpose of this? Why did we have to sign this letter and return it?” Sarah Hunter- Signing the letter was just an acknowledgement, not a



contract; you aren't in trouble if you didn't return it. What CBiz gave us was the info that we are 94% below midpoint/market. We are within 6% of everyone being within market. We will have people who are way low and some way high, which will essentially cancel themselves out. But we do know who is significantly low. So let's say the legislature decided to give us money to address this- we know who to give the raise to- those who are way below market. Averages also

- Question- "There are people who didn't get a letter, but I have two. Does that mean my supervisor didn't get this?" Sarah- No, they got scanned copies.
- Question- "I thought you said that we would get merit raises- we would all get merit raises?" Sarah Hunter- I said that if you were at market or maximum, we wouldn't keep you from getting a raise- 1-4%. This system will not preclude a merit raise.
- Question- "I would have thought within the last 9 years we would have gotten a cost of living raise." Sarah Hunter- We are falling behind.
- Question- "Why is the study that WSU received so different from the one that KU received, i.e. less than 3% of employees are under market minimum, whereas KU is 30+% of employees under market minimum?" Sarah Hunter- We haven't been given access to their information, but their job market could have also been compared to Kansas City. Depending on the recruiting circle for the position, some of our positions could be compared to Kansas City. CBiz was very careful to look where we had been successfully getting our talent.
- Question- "Did CBiz look within the state? Or outside the state?" Sarah Hunter- It depends on the position, some are recruited nationally. They also could have included outlier cities- Kansas City, Missouri.
- Question- "When we did the JAQ- did someone actually look at those individually? Or did they look at compiled job descriptions?" Sarah Hunter- the JAQ were shipped to Saint Louis and they read every one. A roomful of people were tasked to read them all. From there they made category decisions, but they were looking at the job descriptions to determine the job descriptions. The JAQs are snapshots, and our positions have probably changed in the last two years.
- Question- "Can a job go backwards?" Sarah Hunter- Yes, but you wouldn't lose pay. There are reasons you could get demoted and your job itself would change.
- Question- "So once you get your letter and you know that the description is way off- what do you do?" Sarah Hunter- it could be that your position has changed, but you should talk to your supervisor and create a new job description and HR will review this. I'm happy to share with you the draft of your job description. We can correct any huge mistakes.
- Question- "Why is the information fragmented? It has been released slowly" Sarah Hunter- CBiz had 1400 job descriptions to review and write. Leadership was often given the option to review- reviewed twice. The letter roll out was "all on me" I was worried that some people don't check email, so decided to stuff envelopes. As soon as I got approval from a dean or administrator I got the letters out as soon as possible.
- Question- "Did the supervisors have a deadline to get back?" Sarah Hunter- yes, but there are also always extenuating circumstances. I'm always willing to answer questions- call me, make an appointment, email. If you are emailing the market study account- we are going from the bottom and moving up.
- Question- "Who is leadership?" Sarah Hunter- deans, directors, vice presidents.



- Question- “So our supervisors didn’t get to look at it?” Sarah Hunter- yes. The deans should have gotten spreadsheets with all their info.
- Question- worries about “getting in trouble” with HR. Suggestion- put out an explanation of letter process; it’s really effected employee morale. Sarah Hunter- there is also anxiety about the lack of pay change.
- Judy Espinoza, new director of HR- HR is appreciative of the feedback. We didn’t get to choose CBiz, we had to create salary structures. This process was painful, but in the future we will know how to use budgeted dollars. HR wants to do better at communicating with employees. In the future, HR wants to listen first when we take on such a big project. The HR staff did work very hard- this is tough stuff.
- Question- “I’ve heard the phrase recently and want to know how you would respond: Human Resources works for the employer, not the employee.” Judy Espinoza- I serve everyone at the university. Sometimes I’m an advocate for the staff, sometimes for the faculty, etc. I have to be objective and make sure that we have fair employment practices. I take my direction from the leadership at the university, but if there was anything that created liability or would be unethical I would have to raise those issues.
- Matt Johnston- “We serve everyone. There are times when HR is tasked with delivering a message that employees don’t like or agree with, but we are still here as a resource for employees.
- Judy- We need a compensation structure, and need to know if we are competitive. If we aren’t competitive today, when we do have the money we will know where it can be used. What I’m hearing today is that we had to do this project, but we didn’t do it well. I’ve had a long working career which has influenced me, more than the classroom. I’ve found that no matter your position, you have to do things, we don’t have a choice. But I do have a choice in how I do the work. People often don’t like the work because they don’t like change, but they will accept it if the work is done well.
- Question- “What was the purpose of CBiz if we are back to where we were?” Judy- We aren’t back to where we were, we have compensation structures put in place and get jobs slotted into ranges- We have that done. It isn’t totally accurate, but we will keep working on this until we are comfortable with the accuracy.
- Stacy- This is the problem with this process- It’s been so long that we have forgotten why we did it. Kudos to Sarah, before she came, we had no information.
- Judy- if you do have concerns, please keep your supervisor in the loop.

IV. Matt Johnston- Discussion of the Draft of the Discipline Policy

- We have shared this policy with both the USS and UP for comments.
- Question-“This new policy... consolidating 7.12 and 6.12... Why do we have to change it?” Matt- There is not a requirement that we must change it. Administration won’t agree with keeping the old policy. The purpose of this policy is to equalize the disciplinary policy between UP and USS employees. This will allow there to be a transparent process for all employee discipline for both employees and managers.
- Question- “There is continual reference to managers, managing- terminology that we have never used before. Who is management? On 7.12 there is a list of terms in the policy, but not on this new policy.”



- Matt- In drafting this policy, we did struggle with this word choice for leader, manager, and/or supervisor. Budget Officers' responsibilities do not necessarily coincide with those who have managerial responsibilities. Not every supervisor has a budgetary requirement. This confusion in terminology has been broken and causing hardships in our management system. If you supervise someone- you are part of management.
- Question- "In 7.12 there is a reference to supervisor, not management on pg. 6 in "Dispute resolution paragraph" Matt- thank you, I'll fix that.
- Question- "When you say management, you are referring to everyone from your direct supervisor to the president?" Matt- Yep
- Question- "Management reserves the right to dismiss an employee without using progressive discipline. In the past, USS has not had that policy." Matt- That is false.
- Question- "Why have a policy outlining progressive discipline if management doesn't have to use it? Matt- All employees can be dismissed without progressive discipline- that is true now. You gave an example of a behavior, there are some behaviors that humans can exhibit that can warrant immediate separation from the university. This policy is incorporating that. Progressive discipline is a tool to help employees succeed and this policy is better defined to help us utilize it better. There are situations where progressive discipline is not the most effective tool.
- Question- "Example- Managers can use this tool to fire anyone they don't like." Matt- On page 4 Item F, there is discussion of the dismissal procedure built into the policy with the checks and balances built into place.
- Question- "Some people are feeling like they are losing protections, and that we can't object anything or fight for policy" Matt- The senate's involvement in change in these types of policy is not a check in the box, not required.
- Question- "I need a definition of dismissal without cause" Matt- "That lingo isn't in this policy, I'm not sure I'm understanding"
- Question- If a manager doesn't like me, under Policy 7.12 she has to have a reason to dismiss an employee. But under this new policy- it's unclear whether she can just fire me.
- Matt- Example of Policy Violations that can lead to immediate dismissal: Sexual misconduct, Technology policies, Weapons Policies, Physical Violence- there are situations that would warrant immediate dismissal.
- Question- Will it be possible for a person to be fired without a reason? Matt- The appropriate Vice President and HR staff will review the recommendation and coordinate the dismissal. Question- yes, HR will look at a letter, but will they have to agree with the reason?
- Question- When the employees decided to leave the classified system, we were given assurances that the policies would not change- that we would not be asked to change to UP; but now people are being asked to change and policies are changing. There is a lack of trust in HR and management. Matt- It is your interpretation that Dr. Bardo promised that no one would force you to change to UP status and that University policy would not change. "At that time" Matt- "institutionally you were not asked to change status"
- Judy- "Do you think there is any value in not being classified? We come from a history of USS and classified, etc. I'm uncomfortable with the fact that we classify people. Do we think there is any value in being more alike than different?"



- Allie- “Equality vs. Equity”- we all want to be treated with respect, but we are not all equal- there is a hierarchy and people with more power than others. In the past USS staff have been protected because they don’t have power- i.e. USS can’t get fired as easily.
- In an academic environment there is a big distinction between the academics and the staff. We have to have policies in place to protect us.
- Judy- HR is reading the policy one way, so give us some sample language to include in the policy.
- Matt- we may have to submit this policy before the September meeting. We have to have this policy done before the weapon’s policy can be updated (per Regents). The meeting is September 1st to submit completed Policy. Matt needs suggestions by Friday.

V. Motion to adjourn

Motion:

Second:

Approved unanimously