



December 15<sup>th</sup>, 2016

*Present:* Denecia Angleton, Angela Beatie, Johny Buchanan-Spachek, Crystal Dilbeck, Kimberly Gutierrez, Matt Houston, Angela Linder, Walter Mayne, Sheryl McKelvey, Randy Sessions, Karen Wilson and Lisa Wood.

*Excused:* Connie Basquez, Renea Goforth and Rosemary Hedrick.

*Unexcused:* Jama Challans, Linda Claypool, Debra Herndon, Hercilia Thompson and William Wray.

*Guests:* Judy Espinoza, David Miller, Maureen Dasey-Morales, Sara Morris and Corey Herl.

I. Call to Order

II. Guest Speaker: Judy Espinoza- HR Presentation

- The HR department commissioned the AON Study a few years ago to do a time study and the results were shared with the administration in August 2015. The study revealed that our HR department is “non-transformed”. This study consisted of an email that was sent out with a list of HR functions and asked if you did any of these functions. Many of the USS were involved.
- The five indices that were used to evaluate “transformed” vs “non-transformed” status were the “HR value”, how HR was constructed/ model, efficiency, what infrastructure we have for IT, and what it costs to provide HR for the university. We are non-transformed. At a high level, we deliver basic services around hiring; firing and making sure employees are paid. These interactions are highly transactional- we have many paper-based forms and these processes are labor intensive and not efficient. It is also fragmented- We enter the same data in two or three different systems, because they do not talk to each other. We spend a lot of time doing and re-doing work- very expensive and fragmented. It is a high cost service delivery.
- We aspire to be a “transformed” department and focused on business performance and improvement. We will be partnered with the leadership around the colleges- from a work force planning perspective; we will be their eyes to identify areas where we can improve. We will have highly skilled HR advisers who can do that, by having low cost shared service operations. We will do this in all the transaction work that we do by increasing our technology capability and interfaces and reducing redundant work. A lot of that transactional that is done by highly skilled workers will move into a service center setting. That is the model in a “nutshell”.
- Judy- I spent my first 90 days validating this report, and as I have met with constituency groups they have validated that this is where we are.
- How is HR work being done now? I am using the numbers from the Aon Study. At the time of the report, we had twenty people working in HR. The cost of their salary and benefits was \$1.7 million. The alarming thing is that the campus resources that do HR processes- 57.6 FTE outside of HR = \$5.4 million. That makes the total \$7.1 million cost to the University for HR services. The tasks of non-HR employees who are do HR services include- collecting and verifying timesheets, lots of timekeeping administrative, administration on recruitment, onboarding paper and completing paper forms and walking them around.



- How will it be done in the future? We will evolve. No one has given me a check for everything we need, so we have financial constraints. We will have to evolve into this model. We want a place where the transactional work will be done in a low-cost service center. In order for us to do this we will have to have a robust employee and manager self-service function. We will have to have information available somewhere to answer the questions that we are asked on the phone every day. We know what the questions are and we need a robust way to provide the information that is user friendly and easy to understand. We will develop centers of expertise with subject matter experts who know the core functions of HR and will work on designing programs, but will have other people who do the administration. The transactional work. For example Sara Hunter is the subject matter expert for compensation, but she also has to do the day-to-day, answering the questions, pick up the phone etc. She also has manually enters all of the job descriptions from CBiz. In the future Sara would be looking at the compensation program and how to improve it. Someone else in the transactional center would be answering the day-to-day questions.
- We will also have highly skilled HR business partners in the college administration to ensure that we are addressing work force issues proactively and improving the work environment. They will become the one-stop person to answer HR questions. This way you will not have to know which HR person to ask a specific question, you can ask your business partner and they will help you navigate to where you need to go. They are your interface.
- How will we get there? We are going to have to work together to identify where to shift resources- this is well under way. The university spent resources to get this Aon study done and since it has been completed, HR leadership has been working in response to this study, i.e. policy alignment between the employee classification groups. After the first of the year, we are launching a new employee orientation program where every new employee will spend his or her first day in orientation in HR for a full day. We will talk to them about everything- resources, benefits, shocker card, parking, answer all of their questions so that they are ready on day 2 to start as a team member. Currently new employees have to meet with separate people for different aspects of HR. We are working on a new onboarding tool to enhance our onboarding process. We are also changing OHR forms process. Anyone who needs access to that information has it online. If they do not know how to access it, we will give them training. We are going to save \$8,000 on not making those copies. We also have a new performance management process that is the same for all non-teaching employees. The process is also in an evolution- it is an ongoing process.
- Those business partners we mentioned earlier- they will work with leaders about employee evaluations and making sure that conversations that need to happen are happening. Another example- David Miller and I identified a resource in his office that did primarily HR work, so we had a conversation and moved that resource to HR and transferred the budget dollars. We need to do more things like this
- Top 3 Priorities for 2017-
  - i. Technology Gap Analysis/End to End Gap Analysis- Susan Martin just joined the university; this will be her first focus. She has experience setting up a shared service model.
  - ii. Time-keeping- we have to have an automated time keeping system. Susan and Marcie will be working on that.
  - iii. Revamping the hiring process for the university



- These priorities are the low hanging fruit- it is not easy, but we need to do this work to sustain, improve efficiencies and get better services. Most people who do 5%-10% of their job as part of HR- will be reassigned to different duties.
  - Any questions?
- III. Guest Speaker #2- David Miller – Budget
- Brief Update on the University Budget- If you were at the town hall a few weeks ago or have been reading the newspaper, you know that the State is about \$350 million short for its current fiscal year and short \$440 million short for fiscal year 18. To put that in context- when we received our 3.8% reduction from the state for 2017, the state was only a \$135 million short. We do not have a resolution to how the state will solve this problem. President Bardo has said that we do not know what the state will do. There is a battle between the governor and the legislators- old alliances are breaking down. The legislators are calling for the governor to make decisions happen quickly, but the governor has said publicly that he will not do that. We will find out his solution when his recommended budget comes out, normally that is early January after the state of the state address. At that point, we should have some idea of how the state wants to propose as a solution. It could be large cuts, or one time fixes that will push the problem to next year. We are waiting for that.
  - The president has created a budget committee- including a member from each of the Senates, so Johnny is on that committee. That will kick off on January 20 and will continue through May. They will advise the President on how to deal with the requirements that the state gives us.
  - Those numbers are so large- unprecedented. If you have any ideas about budget solutions, give me or President a call or email. We will log that idea and engage the owner of that process to see whether that idea has potential. Those ideas will also go to the budget advisory committee. This is an “all-hands on deck” situation.
  - The state does a biannual budget, so we should know more in January. One idea is that the State might sell some of their tobacco money. School funding is at the Supreme Court right now. Many new legislators ran on the issue of raising money for school funding.
  - Judy- We do not want to be in a layoff situation, so this committee and this planning exercise is preparing us to avoid loss of jobs.
- IV. Maureen Dasey-Morales – UBIT Update
- UBIT stands for University Behavioral Intervention Team. It was started in 2008 in response to the mass shootings at Virginia Tech and Northern Illinois. After those incidents they discovered that many people on those campus held pieces of information about the people who did the shootings, but because they didn't share the information with each other, that there were pieces of the puzzles that were unknown. This idea spread across the country. KBOR recommended that we have a Behavior intervention team on all Kansas university campus. When the team first started, it was student related only and was a threat assessment team. Its focus was to prevent shootings like at Virginia Tech or Northern Illinois. We also quickly expanded to include intervention for employees. Some shootings on campus were faculty against faculty. Violence that is more common is employee against employee. Within the first year, the average number of cases was 4- there were not huge concerns going on. We realized that if we had a structure to intervene earlier- we could have even avoided those four cases. We decide to focus on prevention and the earlier stages of distress. In fall 2014, we had 23 cases. Fall of 2015 had 60 cases, partly because the focus was shifting. Fall of 2016 was 62. The team has been focusing on people in distress. Out of those 62 cases, only two were



situations where we were worried about a threat to self. The focus of UBIT has been to help people who are in distress to get help. The problem is that the name of the team- UBIT- sounds threatening. When we call advisors- their response is, "should I be worried?" "Should I be alone with them?" Our response is that they are ok; if we intervene, it is harnessing the support already in place for that person.

- For the past 5 years we have been focus has been on taking care of people- so the name of the team is shifting to CARE team. We are not changing what we are doing, just realigning our name to what we do. We found that addressing these cases is important for keeping students enrolled. We want them to continue in school, we do not want to lose them. Therefore, we are tying the CARE program to the university strategic enrollment management. We are going to expand the "We support you" campaign from Counseling and Testing to be "Support and Care" part of strategic enrollment management. You will see everything from Academic Supports, Student Advocate services, wellness services, community resources, CARE team is a piece of that umbrella. This is an effort to reach out to keep students in school and to be successful. Instead of "Make a report" it's "submit a concern". We are trying to refocus back on preventing bad things from happening by helping people earlier in the process.
- Question- who is on the team?
  - i. Human Resources, Housing and Residence Life, University Police, Counseling and Testing, VP of student affairs, Student Conduct, Student Health, Student Involvement, Academic Affairs, General Counsel. We also pull in ad hoc members- International Education or Disability Services or Trio programs are pulled in.
  - ii. Submitting a concern is not filing a police report or making a conduct report.

V. Sara Morris & Cory Hurl- Parking

- One of the biggest misunderstanding is that tickets are paperless- sent through email. People will call us after we go through a lot and complain that there are no tickets on cars. However, there are many benefits to going paperless. Trust that the police are issuing tickets on a regular basis. We have many repeat offenders. There is still the appeals system. The system sends out a notification with a picture of the tag, vehicle and the GPS location where the car was. People who are not in the WSU system we look up in the DMV records. The cameras read at a very quick rate, and the police still confirm.
- Question- Online the website says that visitor parking is only two hours. In the morning, the faculty parking lots are full with students parking. Answer- students are getting tickets, especially at any lot near a building.
- Question- Staff have to pay for parking and at 5:30am when I come to work, I cannot find parking. I do not understand why we are paying for parking and I cannot find a spot. Answer- the decision when to open and close lots is not in the university police's power.
- Question- When staff are on call on the weekend and have to respond to an emergency, we cannot find a parking spot. Answer- If you have a legitimate reason, we will authorize you to park. There will always be kinks in the system. There will always parking on campus- it is just not, where you want it. If you are responding to an emergency-, call dispatch and we will not ticket you for parking on the sidewalk. The police are here to help, not to hinder.
- Question- My daughter got a ticket because they did not see the hanging disability tag, I was told the police would always be looking, but they did not see it. The girl at the desk was helpful. Answer- Normally we are going to be looking for the hangtags in the handicap spots,



we may miss them in the normal lots. We can take care of any one's we miss with a phone call. The enforcement of the labeled handicap spots is more of our focus.

- Question- we are seeing students use parent's or grandparent's car with a handicap tag and then running to athletics or other activities. Answer- This is a tough spot, if we can see the student doing it, we can only ask drivers to see their card that goes with the handicap tag. It is a fine line, if you are disabled and we ask to see the card, we have been told that it is very offensive. We want to be helpful! We always are told there are not enough handicap spots, but in terms of what the state requires, we have more than are required.
- Question- We are a little nervous when we have lots of construction in surrounding buildings, and we see these vehicles parked on the sidewalks. Most of the time I see an official looking tag, but I would like reassurance that you are monitoring all of these vehicles. Answer- Yes, if they are identified with a logo on the vehicle. We ask all the vendors who are going to parking on campus to have a label. If you see one that is unlabeled, please call us and we will come check it out. We do work with the vendors and ask them not to block the entire sidewalk.
- Question- In regards to lot closures; we had two by the physical plant recently that were never used. Is there any way that you can go back after the set time and reopen the lot if nobody is using it? Answer- Sometimes. Many times what happens is the people who reserved the lot get a notice that if it happens again they will not be allowed to make lot reservations. We do have situations where the lot reservation is for the afternoon or evening and we have to close the lot very early so that people will clear out the lot. I do try to contact people who are making lot reservations to make sure that they understand that with a lot reservation we have to displace a certain number of people for an extended period. I suggest a relocation or ask if they really need that many spots. When these closures are for special events, we also have times when people who are attending the events do not remember or know about the lot- so they never use it. We have conversations with the people who make the reservation about communicating better with their people or having someone staff the lot and direct people. We have similar problems with building reservations when people do not show up. We are also trying to send out information in the strategic communication email about lot closures as much as possible.
- Question- Are there lots where employees are expected to move their cars for events, like men's basketball games? Answer- Yes, everything around Koch Arena. There are also spots near Corbin, Devlin, and Duerksen that are occasionally closed for events. Everything on the west side. They post signs around 4pm or 3 hours before tip-off. We do give a grace period, expecting that people are leaving around 5pm so we will not enforce it until after that.
- Question- How are the students reacting, what is their feedback? Answer- I got about a 35-minute earful from a student, but then she called back and apologized. I told her, "You know that everyone has to get permission to park." We have had good reactions from the students too, they appreciate that the rules are being applied to everyone.
- Question- Are you issuing many speeding tickets? Answer- No.
- Question- I work in Alhberg Hall, and there are some scary situations when people come speeding through. Answer- There are many blind spots, but the speed limit in the parking lots is 15, which I think is too much. We have not seen an increasing in accidents, even with students not paying attention. For as many people as we have, we do not have very many accidents at all.



- Question- What is the difference between traffic and parking appeals committee? Answer- They are very separate, there will be many fewer traffic appeals because there is a separate parking appeals committee.
- Question- We have visitors who come onto campus who parked on the lot without a visitor tag. What is the best way to deal with that? Answer- If they are not affiliated with the university at all they get 2 hours free parking. After that, they need to purchase a visitors pass online- \$5/day. As of now, there is also not a requirement to have a Shocker ID to ride the shuttle bus. The busses run all day long.
- Question- There was discussion about students using financial aid to pay for parking tickets, is that true? Answer- No, they can leave the fines on their account until the end of the semester, but they have to pay before they can register for classes or buy another permit.

VI. Changes to the USS Constitution- Johny

- We need to make some changes to our constitution. Since we have 398 USS staff, we do not need 32 senators.
- Renea, Johny & Denecia met to discuss. They suggest we change the constitution, everywhere it says "Classified" to "USS", and to have 20 senators and a quorum would be 12-13. Email Johnny with thoughts. UP are going to increase the number of senators. We will vote on this in January, if you have suggestions please email Johny.

VII. Day on the Hill

- Johny goes up to COPS/KBOR the day before the Day on the Hill, she would like permission to stay in Topeka overnight and keep the rental car. It will probably cost about \$200 or even less.

VIII. Motion to adjourn