

Human Resources, Employee Relations and Engagement

September 2026

To: Faculty Senate

From: Employee Relations and Engagement

- Charlotte Self, Director
- Maggi Denton, Assistant Director
- Betsy Molinary, Senior Specialist
- Eulonda Moore, Senior Specialist
- Emily Everts, Associate ADA Coordinator

Re: FY26 Annual Report

This report summarizes the activities of the Human Resources, Employee Relations and Engagement (ER&E) team for the period of July 1, 2025, through June 30, 2026. ER&E provides guidance, consultation, coaching, intervention, and mediation to support effective management and resolution of workplace concerns and conflicts. This work includes, among other areas:

- Consultation and policy interpretation related to employee-relations matters
- Workplace conflict and communication
- Performance management
- Conduct and corrective action, including progressive discipline and dismissal
- Grievances and complaints
- Accommodation requests
- Employee separations

ER&E also provides support to employees, supervisors, and administrators in navigating complex workplace situations and identifying appropriate processes and resources for resolution.

To protect confidentiality and preserve the anonymity of those with whom ER&E works, the activities described in this report are presented in aggregate. All conversations, actions, and outcomes are treated as confidential. Accordingly, this report does not include specific information that could identify individuals or disclose the status or details of individual matters.

Employee Relations & Engagement addressed 1,358 new ER-related concerns in FY26, compared with 1,200 in FY25. This represents an increase of 158 concerns, or approximately 13% year over year.

Attachment 1 of 4

Classification of Clients Served

Faculty	Unclassified	USS	Students/GA/Temps as Employees, and Visitors	Total
190	757	367	44	1358

Nature of Concern

Main Issue	Count
Administrative Leave	23
Appeal	8
Attendance	85
Back Pay	6
CISD	2
Discipline	163
Discrimination/Harassment	35
HR - Benefits	107
HR - Comp/Org	44
HR - Resource	39
HR - Talent Acquisition	23
Interpersonal Conflict	41
Layoff	4
Mediation	5
NNR*	19
Performance Management	223
Policy	208
Resignation	56
Term Notice*	101
Threat Management	30
Unemployment	10
Work Environment	126
Total	1358

Attachment 2 of 4

Main Issue Clarification

***NNR:** This main issue includes NNR inquiries and NNRs issued. In FY26, 19 NNR inquiries were made, resulting in 14 NNRs being issued due to budget constraints, organizational restructuring, and loss of funding, leading to position eliminations. The remaining five inquiries did not culminate in an NNR being issued.

***Term Notice:** This main issue includes term notice inquiries and term notices issued. In FY26, 101 term notice inquiries were made, resulting in 69 term notices being issued due to loss of grant funding and organizational restructuring, leading to position eliminations. The remaining 32 inquiries did not culminate in a term notice being issued.

FY24-FY26 Nature of Concern by Employment Type

Main Issue	FY24 Faculty	FY24 UNC	FY25 Faculty	FY25 UNC	FY26 Faculty	FY26 UNC
Administrative Leave	1	20	4	21	2	16
Appeal	4	4	4	0	4	1
Attendance	1	20	0	27	3	33
Back Pay	1	2	3	6	1	1
CISD	1	4	2	1	0	1
Discipline	12	28	19	37	14	76
Discrimination/Harassment	27	35	23	15	5	17
HR - Benefits	24	50	11	41	11	56
HR - Comp/Org	6	35	2	32	9	23
HR - Resource	2	9	3	12	4	17
HR - Talent Acquisition	6	11	1	14	1	9
Interpersonal Conflict	15	36	10	33	2	33
Layoff	0	0	0	0	0	0
Mediation	5	5	0	4	0	4
NNR	4	13	3	8	5	14
Performance Management	34	99	32	111	18	148
Policy	57	149	60	108	56	112
Resignation	3	21	9	31	4	31
Term Notice	3	20	14	30	17	80
Threat Management	4	6	1	10	4	11
Unemployment	2	9	3	9	3	4
Work Environment*	34	52	20	38	27	70
Total	246	628	224	588	190	757

Attachment 3 of 4

Accommodation Requests

We respond to accommodation and accessibility requests from faculty, staff, student employees, employment applicants and candidates, visitors, and 4-H Youth participants. In FY26, 382 new ADA requests for accommodations and/or accessibility were managed, representing a 52.2% increase from 251 requests in FY25.

FY24-FY26 Accommodation Requests by Appointment Type

Appointment Type	FY24	FY25	FY26
Applicant: non-employee who has applied for employment	1	0	38
Building: general accessibility	1	0	0
Candidate: non-employee in the interview process	0	2	10
Faculty Member	13	22	22
Public: 4-H Youth	21	35	51
Student Employee	5	9	14
Unclassified Professional Staff (UPS)	39	97	125
Visitor: Guest of the university	0	2	7
University Support Staff (USS)	51	84	115
Total	131	251	382

Training and Professional Development

Following implementation of the university's unified performance management lifecycle in January 2025, the ER&E team continued throughout FY26 to provide targeted training and consultation supporting the Next-Gen K-State vision of building and sustaining a strong, engaged workforce.

With the launch of K-State's new electronic performance management platform, ADP Talent, in May 2026, ER&E facilitated professional development engagements that provided further education on the university's approach to performance management while preparing supervisors and employees to successfully use ADP Talent for mid-year reviews.

In FY26, ER&E trained 670 employees through 25 sessions. Learning opportunities covered key areas of employee effectiveness, including managing difficult conversations and workplace conflict, navigating ADA requirements and university policies, conducting supervisor assessments, and applying best-practice performance management practices. In partnership with the Talent and Organizational Development team, specialized opportunities focused on effective use of the new ADP Talent platform.

Attachment 4 of 4

Main Issue Definitions

Administrative Leave: A temporary leave status implemented in response to a workplace circumstance.

Appeal: Employees requesting a hearing through one of the hearing bodies

Attendance: Concerns about employees not attending work as expected

Back Pay: Investigation of wages owed an employee

CISD: Critical Incident Situation Debrief: the death of an employee

Discipline: Concerns about disciplinary actions and either imposing or receiving an action

Discrimination/Harassment: Concerns about being treated differently based on PPM 3010. At times our office works with OIE post-investigation

HR Benefits: Concerns about different kinds of leave, tuition assistance or other benefits

HR Comp and Org: Concerns about compensation or changes in organizational structure which could include one's classification

HR Resource: Questions regarding transactional employment actions

HR Talent Acquisition: Concerns about recruitment or applications

Interpersonal Conflict: Concerns about getting along with another person or group

Layoff: Reduction in workforce for USS employees

Mediation: Structured confidential facilitated conversation

NNR: Notice of non-reappointment

Performance Management: Issues surrounding an employee's performance

Policy: Questions about policies (location, interpretation and application)

Resignation: Voluntary departure from employment

Term Notice: Ending term contracts

Threat Management: Issues that are relayed to the Threat Management Committee

Unemployment: Inquiry about unemployment benefits and, or hearing participation

Work Environment: Response to an unhealthy work environment