

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

August 2021

To: Faculty Senate

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

Re: FY2021 Annual Report

This report represents the activities of Human Capital Service, Employee Relations and Engagement team from July 1, 2020 – June 30, 2021. Our unit provides guidance, coaching, intervention, mediation for various dispute/conflicts 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 834 new concerns addressed by the Employee Relations and Engagement team in the FY2020 timeframe. Our office has experienced a substantial increase in the number of issues addressed over the past two fiscal years, 54.63% increase from FY19-FY20 and an additional 21.75% increase from FY20-FY21. A summary of the concerns is provided below.

Employee Relations and Engagement’s Americans with Disabilities Act (ADA) Coordinator addressed 137 new requests for accommodations during FY21. The ADA Coordinator continues to experience an exponential increase in accommodation requests, 100% increase from FY19-FY20 and an additional 18.10% increase from FY FY20-FY21. Of those 137 new FY21 requests for accommodations, 23 requests were COVID-19 related.

**Classification of Clients:**

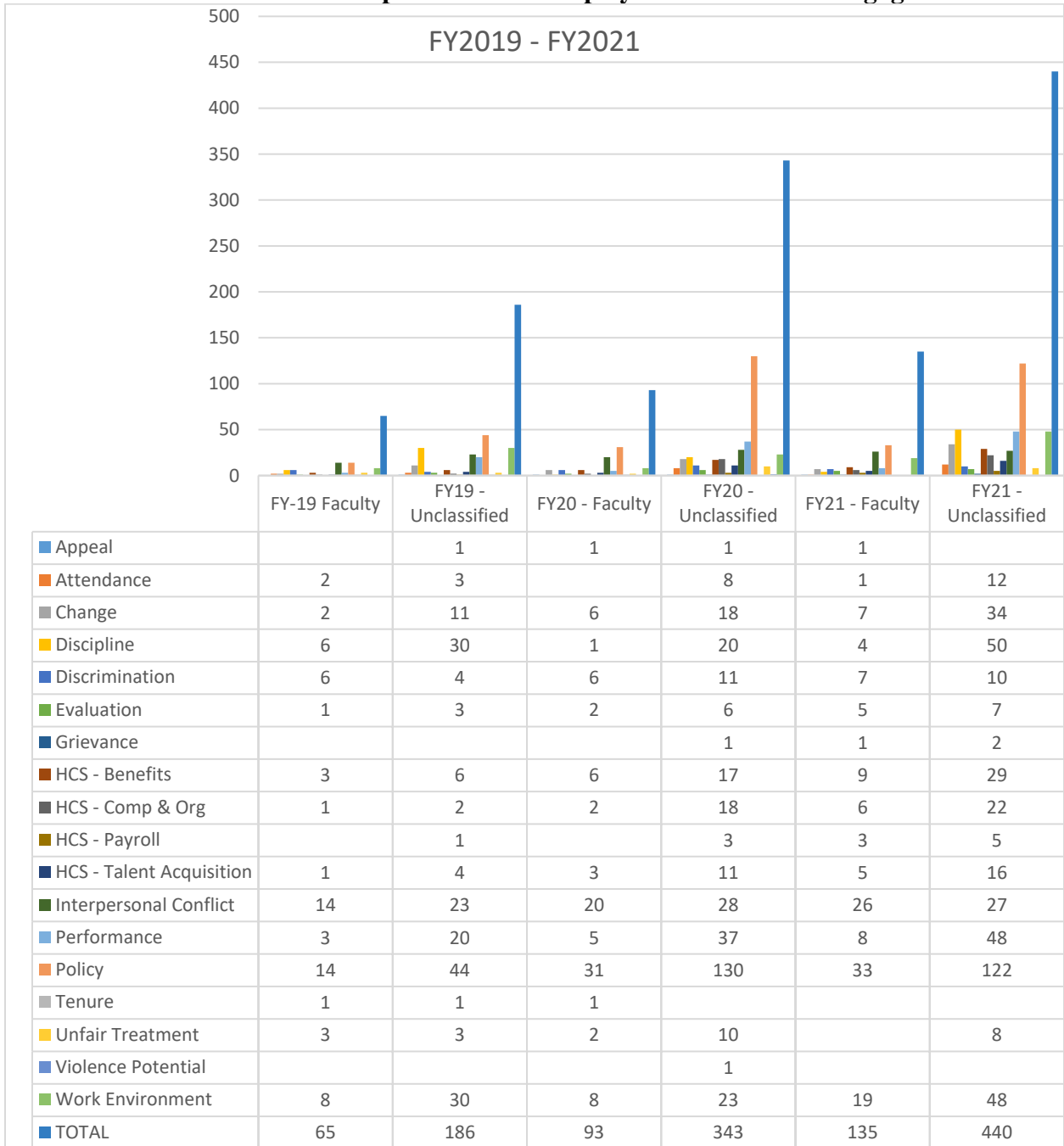
<b>Classification</b>	<b>Faculty</b>	<b>Unclassified</b>	<b>USS</b>
	135	440	239

**Nature of Concerns\***

<b>Concern</b>	<b>Number</b>	<b>Concern</b>	<b>Number</b>
USS Appeal/PRC	1/1	HCS – Payroll	8
Attendance	35	HCS – Talent Acquisition	31
Change	62	Interpersonal Conflict	60
Discipline	97	Performance	77
Discrimination/Harassment	28	Policy	210
Evaluation	19	Promotion/Tenure	0
Hearing/Grievance (Inquiry)	3	Unfair Treatment	12
HCS – Benefits	68	Violence Potential	0

HCS – Comp & Org	45	Work Environment	81
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**ATTACHMENT 4 (2 of 3)**  
**FY19 – FY21 Human Capital Services Employee Relations and Engagement**



## **ATTACHMENT 4 (3 of 3)**

### **FY19 – FY21 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 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 2020 Employee Relations & Engagement conducted 29 trainings with a total of 430 employees in attendance.

In response to the 2020 recommendations from the Ombudspersons; Employee Relations and Engagement respectfully submits the following updates.

1. **Recommendation:** More training on the performance evaluation process.  
**Update:** Human Capital Services has provided best practices training to departments on request. In addition, the training is included in the Supervisory Foundation training. Online training is available to all University supervisors.
2. **Recommendation:** Enhanced training for Dept/Unit Heads regarding University Handbook compliance and interpretation.  
**Update:** Human Capital Services provides training during Supervisor Foundation Training. Additionally, the Provost Office provides training to new Dept. Head.
3. **Recommendation:** Additional informational outreach regarding mental health resources, economic assistance, and other pandemic-related needs.  
**Update:** Human Capital Services collaborated with CompPsych (State provided EAP services) to leverage their expertise to support employees in their mental health needs. Two 1/1 and two group sessions offered to all K-State employees. HCS continues to recommend employees to resources, such as EAP.

### **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

**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