

PSU

2022 Docking Institute Satisfaction Survey
Results Response

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Created and Compiled By
Satisfaction Survey Results Committee

and

Presented By
UPS and USS Senate Committees

The purpose of this document is to address the areas of top concern raised by PSU employees in the 2022 Docking Institute Satisfaction Survey. It is our intention to provide suggestions and recommendations to all stakeholders within the institution without assumptions or preconceptions. We are committed to ensuring equality, diversity, and inclusion in our processes, suggestions and recommendations.

To ensure positive change, an ongoing commitment by all stakeholders will be an important critical success factor. We will recommend stakeholders be involved in all aspects of the solution process.

Each topic identified will include causal factors that have led to the concern, short-term solution recommendations, and long-term solution recommendations. The causal factors and solution recommendations should not be considered as a complete list, but representative of some of the most common issues and solutions identified.

We have identified four main topics that are of prominent concern. They are:

- Employee Compensation/Pay Raises
- Employee Value and Work Appreciation
- Benefits/Incentives
- Morale

A competitive compensation plan shows employees that we value their talent, contributions and professional development. It will define stakeholders as an asset not an expense and will be vital to employee recruitment and retention.

Employee value and appreciation is significant in maintaining a positive culture and working environment. Appreciation for work performed allows a person to build self-confidence, become more invested in their job, reach their personal and professional goals, and form strong and lasting relationships.

Employee incentives attract, engage, and retain talent. Effective incentives motivate positive behavior, productivity and support for the University Goals, as well as, promote a positive work environment.

Employee morale is significant because it's tied directly to important things such as employee engagement, job satisfaction, employee retention, and overall productivity. Organizations with high employee morale tend to have healthy cultures, engaged employees, and enviable employer brands.

Employee Compensation/Pay Raises

I. Causative Factors

- a. Idle competitive and comparative wage review processes.
- b. Salaries have not kept up with the cost of living over the years.
- c. Salaries are not comparative or competitive with the same/similar jobs in our region.
- d. Former CBIZ/CCP Market Study was completed in 2015 and recommendations were presented to administration. The implementation of the plan was delayed and information initially gathered was out-of-date when partial recommendations were implemented in 2018-19.

II. Short-Term Solution Recommendations

- a. Commit to prioritizing and creating a fair and competitive salary plan.
- b. A Cost-Of-Living increase given to address the 8% inflation. The increase needs to be structured so that it is more beneficial to the lower paid employees (such as higher percentages for lower wages and lower percentages for higher wages). We would recommend that this be done as soon as possible due to the financial hardships staff have faced due to years of stagnant compensation rates.
- c. Re-examine compensation of individuals who have had to take on the work of vacant or eliminated positions for extended periods of time and have received no extra compensation for doing so.

III. Long-Term Solution Recommendations

- a. Commit to and place high priority on conducting a thorough and accurate wage review for all employees using a market study to calculate salary range comparisons both internally and externally. This should result in creating, funding, and maintaining a competitive salary plan compensating all employees doing similar jobs at a similar rate, consistent across all areas of the University. Additionally, the compensation plan should be reviewed regularly (ideally annually) with necessary adjustments made due to cost of living increases and other relevant factors. Employee compensation should include a fair, living wage for the work performed, and adjustments should be made if others are hired at a higher wage (i.e., a new employee should not be hired in making more than someone who has done a similar [or same] job for many years). We would recommend that this be done in a completely transparent manner and include all stakeholders' involvement in the planning and method of work.

- b. Commit to and place high priority on including cost-of-living, merit/step increases. We would recommend that this be done in a completely transparent manner and include all stakeholders' involvement in the creation and planning processes. There should also be a regular (annual) review of all positions, and every effort should be made to ensure each employee is being compensated at a fair and reasonable level (regardless of the status of other pay increases).
- c. Develop processes that will ensure accountability and responsibility of all stakeholders.
- d. Provide professional development training in multiple formats. Evaluate the potential for utilizing PSU faculty and staff in this process.

Employee Value and Appreciation of Work Performed

I. Causative Factors

- a. Continued lack of high prioritization to examine and address the lack of a competitive compensation plan.
- b. Continued lack of high prioritization to examine and address the lack of pay raises.
- c. Continued increasing workloads due to vacant and eliminated positions without proper compensation.
- d. New employees enter at the same pay rate as employees who have been on the job considerably longer.
- e. Perception of toxic culture, intentional and/or unintentional, has led to animosity/division between campus departments and employees and has been promoted in various ways over the years.
- f. Eliminating or holding open positions and still maintaining unrealistic expectations for outcomes after the reduction of resources to achieve the outcomes.
- g. Ineffective leadership at various levels.
- h. No meaningful evaluation processes.
- i. Failure to recognize or address issues that restrict some groups of hourly employees from receiving incentives or benefits enjoyed by other employees.
- j. Lack of open and transparent communications with employees effected by position transfers, moves and/or changes to employment conditions.
- k. Equality in the way departments/employees are valued is needed.
- l. Lack of new employee training resources/programs.

II. Short-Term Solution Recommendations

- a. Include USS and UPS representatives on University's Leadership Team.
- b. Continue to strive to improve campus communications and transparency.
- c. Re-evaluate areas where staff reductions have been made and make an accurate determination of what resources are actually needed to meet the expectations of the department or group. Re-evaluate what outcomes are expected if more resources are needed and not possible.
- d. Provide full transparency and open communications with employees, especially those whose positions are being considered for departmental transfers, moves, or other changes to existing employment conditions.
- e. Promotion of unity and equality between University departments, staff and administration.
- f. Meaningful interaction with employees. Listen to and consider employee needs.
- g. Re-examination of the way administration prioritizes and values individual departments on campus. Create a more unified culture where everyone is valued.

III. Long-Term Solution Recommendations

- a. Prioritize and create appropriate compensation plan, including pay raises as referenced in the Employee Compensation/Pay Raises section.
- b. Provide coaching/training/education for management staff to improve and place importance on better employee/management relationships.
- c. Provide professional development training in multiple formats. This could potentially be done using our own faculty and staff.
- d. Develop processes that will ensure accountability and responsibility of all stakeholders.
- e. Be open to new ideas and ways of doing things.
- f. Re-evaluate hiring processes to provide for new employee training; whether that be videos or someone physically present to help someone learn their new job.

Benefits / Incentives

I. Problematic Factors

- a. Health Insurance Coverage is less while premiums and deductibles increase.
- b. Health Quest program has become difficult & time-consuming. All free campus bio-screening and flu shot services have been removed from campus and only made available in Topeka. The Health Quest programs are also lacking in content since the change in administration of the program.
- c. Parking Fees contribute to financial hardships of employees.
- d. Longevity is not offered to UPS employees.
- e. Event tickets, game tickets and employee awards are considered as income.
- f. Not all benefits and/or incentives are equally beneficial to all employees.
- g. Based on the standard 5day/40-hour work week...Currently, **Holiday Credit** (time not physically worked) is counted towards overtime calculation (Comp or Pay at the rate of time and one-half). **Administrative Leave** (time not physically worked) is not counted towards overtime calculation. Historically, employees are required to work the weekend after the Thanksgiving Holiday and other days and weekends during the Christmas break. With the addition of any Administrative Leave days, employees are not compensated at the overtime rate for hours that they are required to work.
- h. Expecting incentives to compensate for inadequate wages and workload issues caused by downsizing.

II. Short-Term Solution Recommendations

- a. Explore partnering with health care services within our community and on our campus to provide medical care (ie. Immunizations/vaccinations, preventative health screens and annual wellness visits) to help reduce medical costs to employees and/or provide services related to HealthQuest.
- b. Institute Free Parking for University employees.
- c. Institute "Administrative Time Off" at Thanksgiving & Christmas as standard practice.
- d. Change University policy to allow Administrative Leave to count toward the calculation of overtime compensation like Holiday Credit.
- e. Review different processes for handling event tickets, game tickets and awards to see if they can be made more beneficial to employees.

- f. Institute longevity payments for UPS Staff.
- g. Remove the cap on longevity earnings.
- h. Expand summer-hour flex time to other periods when students are not on campus.
- i. Create and effectively administer versatile incentive programs.

III. Long-Term Solution Recommendations

- a. Evaluate and explore involvement/advocation opportunities in the health insurance processes.
- b. Evaluate and explore opportunities for discontinuation of the Health Quest program. Employees should receive discounted rates without having to spend hours working through these time-consuming processes. *At the very least, free bio-screening needs to be provided on campus or conveniently for gathering the information required by Health Quest.*
- c. Consider buy-outs for employees close to retirement.
- d. Allow phased retirement for all UPS and USS positions.
- e. Long-term commitment to and high prioritization of resolving compensation and work appreciation issues would also serve a great incentive for employees.

Morale

I. Causative Factors

- a. Lack of commitment to resolving and correcting the inadequate and non-competitive compensation plan. Continuing to prioritize other projects and/or agendas over taking care of the employees.
- b. Lack of effective communication at multiple levels.
- c. Inconsistency in employee treatment/value.
- d. Inconsistency in departmental treatment/value.
- e. Unrealistic expectations and/or unreasonable workloads.
- f. Lack of advancement opportunities.
- g. Lack of effective employee training and professional development.
- h. Loss of trust and/or respect.
- i. Loss of hope and/or belief that employee concerns will be addressed and commitment made to correct issues.
- j. Some job titles created and installed in response to the CBIZ study were suggestive of lesser job importance and demeaning in nature and has had a negative impact on many employees.

II. Short-Term Solution Recommendations

- a. A Cost-Of-Living increase given to address the 8% inflation. The increase needs to be structured so that it is more beneficial to the lower paid employees. We would recommend that this be done as soon as possible due to the financial hardships staff have faced due to years of stagnant compensation rates
- b. Re-examine compensation of individuals who have had to take on the work of vacant or eliminated positions for extended periods of time and have received no extra compensation for doing so.
- c. Promotion of unity and equality between University departments, staff and administration.
- d. Reexamine expectations to ensure they are realistic given resources available.
- e. Meaningful interaction with employees. Listen to and consider employee needs.
- f. Meaningful and effective employee recognition.
- g. Meaningful and equal retirement recognition for all employees.
- h. Annual picnic or lunch and/or other events to promote employee socialization.
- i. New employee recognition/acknowledgment and onboarding experiences.
- j. Yearly “welcome” event for all employees.

III. Long-Term Solution Recommendations

- a. Commit to and place high priority on conducting a thorough and accurate wage review for all employees using a market study to calculate salary range comparisons both internally and externally. This should result in creating, funding, and maintaining a competitive salary plan compensating all employees doing similar jobs at a similar rate, consistent across all areas of the University. Additionally, the compensation plan should be reviewed regularly (ideally annually) with necessary adjustments made due to cost of living increases and other relevant factors. Employee compensation should include a fair, living wage for the work performed, and adjustments should be made if others are hired at a higher wage (i.e., a new employee should not be hired in making more than someone who has done a similar [or same] job for many years). We would recommend that this be done in a completely transparent manner and include all stakeholders’ involvement in the planning and method of work.

- b. Commit to and place high priority on including cost-of-living, merit/step increases. We would recommend that this be done in a completely transparent manner and include all stakeholders' involvement in the creation and planning processes. There should also be a regular (annual) review of all positions, and every effort should be made to ensure each employee is being compensated at a fair and reasonable level (regardless of the status of other pay increases).
- c. Develop processes that will ensure accountability and responsibility of all stakeholders.
- d. Reevaluate and adjust job titles to accurately reflect jobs.

Additional Recommendations:

- a. Re-evaluate structure of static committees and councils. Clearly define roles and scopes.
- b. Administration should expand relationships with employees by effectively incorporating their voices into discussions.

The issues identified within this document have existed for many years and have steadily worsened over time. It is our belief that, if there is no commitment and no high prioritization of these issues by administration, these issues will continue to worsen.

Serious commitment to salary plans, competitive wages and promotion of equality, unity and value of all employees at the highest levels will be incredibly important to redirect negative cultures and promote a positive workplace.

It is also our belief that current University employee morale is directly connected to and is most likely a symptom stemming from long-term neglect of the issues identified within the Employee Compensation, Employee Appreciation, and Benefits/Incentives topics. Making effective changes within these categories will make a substantial positive impact on employee morale.

The Unclassified Professional Staff Senate and University Support Staff Senate members are committed to working together, engaged with continued support for the University, Administration and Stakeholders in the transitional process in the future. We are committed to ensuring equality, diversity, and inclusion in our processes, suggestions and recommendations.

-- Satisfaction Survey Results Committee

-- UPS Senate

-- USS Senate