

MINUTES OF THE HOUSE HIGHER EDUCATION COMMITTEE

The meeting was called to order by Chairman Tom Sloan at 3:30 P.M. on February 7, 2005 in Room 231-N of the Capitol.

All members were present.

Committee staff present:

Mary Galligan, Kansas Legislative Research Department  
Deb Hollon, Kansas Legislative Research Department  
Art Griggs, Office of the Revisor  
Linda Reed, Committee Secretary

Conferees appearing before the committee: Reginald L. Robinson, President and CEO, Kansas Board of Regents;  
Robert Hemenway, KU Chancellor;  
David Shulenburg, EVA and KU Provost;  
Mike Auchard, KU Classified Employee, and  
Andy Sanchez, Executive Director Kansas Association of Public Employees.

Others attending:

See attached list.

The meeting was called to order by Chairman Sloan who opened the hearing on:

**HB 2020: Authorizing the conversion of classified employees to unclassified employees at state universities.**

Chairman Sloan welcomed Reginald L. Robinson, President and CEO, Kansas Board of Regents. Mr. Robinson testified as a proponent for **HB 2020**, stating that passage of this bill would allow the Board of Regents to convert classified, civil service employee positions to unclassified, university support staff positions. This statutory change would allow each university to determine the cost and benefit based on their specific circumstances. (Attachment 1)

Robert Hemenway, Chancellor of Kansas State University testified in favor of the bill. Mr. Hemenway gave testimony regarding the classified staff at the university and their interest in the bill. Mr. Hemenway acknowledged that passage of this bill would enable participating universities to better fulfill their mission, while leveraging state funds to the best advantage with a high degree of accountability, with no new costs to the State. (Attachment 2)

Chancellor Hemenway responded to questions asked by the committee.

David Shulenburg, EVC and Provost of Kansas University testified that the civil service system has done a good job creating fairness in state offices, but has not been effective for other purposes. Mr. Shulenburg indicated that this bill would preserve the best attributes of the civil service system, and address disadvantages that are important to universities. Mr. Shulenburg stated that this bill is very similar to the bill passed some years ago when a crisis occurred at the KU Medical Center concerning salaries for nurses and other healthcare workers. The rigid, centrally imposed salaries for these high-demand workers were too meager to attract good candidates, threatening the Hospital's ability to function.

Chairman Sloan welcomed Mike Auchard, KU Classified Employee. Mr. Auchard stated that **HB 2020**, would enable Regents System Universities to remove their classified employees from the State Civil Service System and place them under the administration of the universities and the Board of Regents. Under this legislation, no Regents' university would be required to participate in the conversion, but would have the option to do so if the institutions so chose, with the approval of the Regents. (Attachment 3)

The final conferee was Andy Sanchez, Executive Director Kansas Association of Public Employees. Mr. Sanchez spoke in opposition of the bill, conveying KAPE's three major points of concern. Mr. Sanchez

CONTINUATION SHEET

Minutes of the House Higher Education Committee at 3:30 P.M. on February 7, 2005 in Room 231-N of the Capitol.

indicated that changing the classification to unclassified would weaken the condition of employment; would strip the employees of civil service rights, making them at will employees; and would invite abuse in the managing of the State work force. (Attachment 4) Mr. Sanchez also furnished information to the committee of agency turnover for the year 2004. (Attachment 5)

Chairman Sloan opened the floor to questions.

Representative Storm asked Dr. Shulenburg for clarification of all or partial conversion of classified staff employees.

Representative Huff asked Mr. Sanchez to state the reasons for employee's resistance to convert to unclassified. Mr. Sanchez cited employees fear of preferential treatment, employees being required to do more with less, and possible layoffs.

Representative Menghini asked Dr. Schulenburg to elaborate on the employee dispute resolution process within the University and the Board of Regents. Dr. Schulenburg indicated that the board sets the parameters with the university developing a staff handbook that specifies very specific procedures for all matters. When resolutions can not be reached, cases are moved to the courts.

Representative Horst questioned Mr. Robinson regarding negotiation and distribution of pay at the universities.

Mr. Robinson stated to the committee that this bill is not imposed to create a Regents civil service system, it is a decentralization of the management for classified staff currently on university campuses.

Representative Carlin questioned Mr. Robinson regarding concerns about the legislation voiced by some employees at Kansas State. Representative Carlin expressed her concerns for Kansas State to Mr. Robinson asking if he would be opposed to inserting language that there be a vote by its employees at each University.

The Chairman asked Mr. Robinson if instead of inserting language that would require a vote or some other affirmation, that language authorizing the rules and regulations be inserted allowing the board to establish a process by which proposals will be brought forth. Mr. Robinson agreed.

Chairman Sloan asked Mr. Sanchez to provide to the Committee the position of KAPE on the bill related to the KU Medical Center previously referenced. Chairman Sloan also asked Mr. Sanchez to provide to the committee recommendations on how this bill might be amended to address some of the concerns of KAPE, while still allowing the university and its employees to move forward. Mr. Sanchez indicated that they are open and willing to talk about issues.

With no further questions by the Committee, Chairman Sloan closed the hearing on HB 2020.

The Chairman indicated that due to time constraints HB 2065 and HB 2072 would be worked Wednesday, February 9, 2005.

The meeting was adjourned at 5:25 p.m.

The next meeting is scheduled for February 9, 2005 at 3:30 p.m. in Rm. 231-N.





# KANSAS BOARD OF REGENTS

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## Testimony on HB 2020 House Higher Education Committee

February 7, 2005

**Reginald L. Robinson**  
President and CEO, Kansas Board of Regents

Good afternoon Chairman Sloan and Members of the Committee. Thank you for the opportunity to appear before your Committee. I am here this afternoon to speak on behalf of House Bill 2020.

As you may know, House Bill 2020, if enacted, would allow the Board of Regents to approve proposals presented by governed universities to convert classified, civil service employee positions to unclassified, university support staff positions. The statutory change would be permissive so that each university could determine the cost and benefit based on their specific facts and circumstances. If this legislation were approved, any university wishing to take advantage of the new classification would have to bring a specific plan to the Board of Regents for approval.

While the state universities have been afforded greater flexibility under tuition ownership, they have also been challenged to re-design administrative and support processes to increase efficiency. An alternative to the State Civil Service will give universities, at their option, the administrative flexibility necessary to remove the barriers in pay and job title administration while maintaining the best features of state civil service. If a university cannot financially reward its best employees, those employees will not stay with the university.

The rigidity inherent in state classified job descriptions does not appropriately reflect the employment environment in higher education. In addition, the salaries for state civil service staff are controlled by a pay matrix that is uniform across the state. There is no recognition of regional differences in cost of living or market salaries, nor is there a mechanism to reward employees based on merit. Because classified employees have been frozen in the pay matrix for four years, we are now experiencing serious salary compression because new employees are being hired at the same pay range as employees who have worked for the universities for four years.

The pay matrix system simply does not work in some instances and it does not provide the flexibility needed in higher education, as evidenced by current experience and a review of employment systems in other comparable systems of higher education.

House Higher Education Committee  
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Attachment 1

Since the legislation is permissive, there is no fiscal impact or administrative impact to the universities that choose not to pursue the alternative to civil service. For those universities that do pursue the change, the costs can be managed through reduced turnover and training.

It is important to point out that important language pertaining to classified staff retirement benefits was left out of House Bill 2020 as it is currently drafted. As it currently stands, House Bill 2020 would remove university classified staff from the state retirement system. This is not the intent of the proposal, and the correct language was added to the bill that the Senate Ways and Means Committee heard this morning – Senate Bill 74.

Finally, I should point out to the Committee that the Board of Regents has very carefully considered this proposal. This initiative was first presented to the Board about a year ago. At that time, the Board was intrigued by this approach and viewed it in generally favorable terms, but declined to pursue this legislation at that time because it had some questions that needed to be addressed. Last fall, however, the Board again considered this issue, and in light of the additional information it received, unanimously embraced this proposal and is wholeheartedly pursuing the legislative proposal you are considering today.

Again, Mr. Chairman, thank you for the opportunity to appear before your Committee this afternoon. I appreciate your time and consideration and would be pleased to address your questions.

House Higher Education Committee

Introduction by Chancellor Robert Hemenway: HB-2020

Monday, February 7, 2005

Room 231 North, State Capitol, 3:30 p.m.

- Good afternoon, Representative Sloan and members of the committee, and thank you for this opportunity to discuss House Bill 2020, a bill of great interest to classified staff at the University of Kansas and throughout the Regents system.
- Last Thursday, when I testified before the Ways and Means Subcommittee for Education, I touched on three basic themes:
  - Our success in fulfilling KU's mission as a state institution;
  - Our efforts to provide an excellent return on the state's investment in us; and
  - Our need for appropriate state support, including management flexibility, as well as our willingness to be held accountable for the results.
- Those themes are equally relevant to this discussion of HB-2020, a bill that would enable participating universities to better fulfill their mission, while leveraging state funds to best advantage, and with a high degree of accountability.
- In recent years, the Governor and the Legislature have shown a clear desire to free public higher education from cumbersome and unproductive management requirements, many of which were imposed 50 or more years ago.
- Tuition ownership and block grant funding were instituted as part of this transformation, and the Board of Regents took on an expanded coordinating role.
- Consistent with that trend, the Board now seeks statutory authority – through HB-2020 -- to create a new category of unclassified employees called "University Support Staff."
- The change would be permissive, so that each university could determine whether it wants to take this step. If approved, a university could then bring a specific plan to the Board for review and approval.
- This proposed alternative to the State Civil Service would give participating universities beneficial administrative flexibility in an area that is now rigid, inflexible and counterproductive for everyone. The *status quo* severely impedes our ability to advance our mission on behalf of the state of Kansas.
- HB-2020 would help us and our employees greatly – at no new cost to the state – while maintaining accountability where it properly belongs: with the university and the Board of Regents.
- David Shulenburg, executive vice chancellor and provost at Lawrence, has been immersed in this topic for the past several years. I've asked him to speak to you and respond to your questions concerning specifics of the Regents' proposal.
- Classified staff at the KU campus in Lawrence have taken a leadership role in advancing this initiative: enlisting local campus support, working closely with the administration, and engaging the Board as advocates. We are grateful for their persist

## House Higher Education Committee

### Testimony by David Shulenburger, EVC and Provost: HB-2020

- Thank you, Chancellor, and thank you to the Committee for inviting us to participate in this hearing.
- Civil Service, in Kansas and elsewhere, developed in the last century out of a legitimate desire to eliminate a spoils system of patronage, while ensuring that government positions were held by qualified people, regardless of political party.
- As a management system for ensuring fairness and order in state offices, Civil Service has worked well. The working world has changed dramatically, however, and a system that was satisfactory 50 years ago now has some distinct disadvantages for universities and their classified employees. While preserving the best of Civil Service, HB-2020 would help address those disadvantages, which include these four examples:
  - Rigid state classified job descriptions that don't truly reflect the employment environment in higher education;
  - Salaries that are controlled by a rigid pay matrix that is uniform across the state, with no acknowledgment of regional differences in cost of living or job market;
  - No mechanism to reward employees based on merit; and
  - A dispute resolution system that shifts responsibility and accountability from the campus to an office in Topeka.
- Many of the non-academic support positions of the university are in the state's classified civil service system. Jobs in this category include plumbers, power plant technicians, custodians, and administrative assistants, all classified centrally under 350 job titles and descriptions for our roughly 1,400 classified staff.
- How do the disadvantages of the current system affect the university and its classified staff? Here are some examples:
  - Rigid job classifications: Narrowly written job classifications prevent us from adapting a position to meet new job demands and inhibit our ability to provide staff with opportunities for personal growth.
    - Why is this a problem for a university? First, unlike most state offices, we are in the midst of rapid, market-driven change. With some skilled hires, we are forced to fit people into rigid job classifications and titles that were created to describe a previous generation of technology. Since "title equals pay" on the state matrix, an inaccurate title can mean inappropriate salary. The state system has not kept pace.
    - Another unfortunate result is a lack of genuine professional growth opportunities for classified staff, many of whom are locked into a narrow set of required skills and duties.
    - The annual cycle of enrollment, examinations and graduation causes peaks and valleys in our workflow. To serve our students best, we need broadly trained employees who can serve many needs at peak times and then return to their

normal duties at less busy times. Most classified staff – but not all -- are very pleased to work outside their job classifications. Broader job classifications that would follow approval of our request would guarantee this.

- Rigid pay matrix: For some positions, in some locations, the centrally approved state wage is simply non-competitive. In the Lawrence area, for example, it is difficult to fill and retain staff in positions that are vital to the functioning of the university.
  - We face considerable difficulty hiring and keeping electricians, plumbers, police officers and refrigeration/ air conditioning technicians, because the salaries we're permitted to offer are so much lower than the local market rate.
  - For example, in the recent past we tried to fill a power plant operator position in our Facilities Operations department and found that the city of Baldwin offered a better salary than we could, despite the fact that the power plant at Baldwin is smaller than the one at KU.
  - We have also found that certain positions – such as police officers and refrigeration/ air conditioning technicians – we train people who then go into private sector construction and trades at a significantly higher salary level.
- No mechanism for merit pay: Within State Civil Service, those who excel at their work receive the same pay increases as those who only perform at an acceptable level. Since no salary step increases have been granted in recent years, there is currently no reward whatsoever for merit in the Civil Service system. The only increases have been for cost of living, not to reward genuine merit.
  - On the Lawrence campus of KU, 52 percent of our classified staff are currently frozen on the beginning step of the pay matrix, while 5 percent are frozen at the top step.
- A dispute resolution system: Currently, the final decision when a classified employee appeals a disciplinary action is made by the Civil Service Board in Topeka, by individuals who may have little or no understanding of the unique working environment of a university.
  - However, appeals of performance evaluations are currently resolved successfully on our campus, in less time and with less expense, by individuals who are more familiar with a university environment. It doesn't make sense to resolve one form of appeal in Topeka and another form on the campus. We should be permitted to handle both.
- In short, we endure the limitations imposed by an antiquated system, while being unable to reward appropriately the people who are locked in the system with us. HB-2020 would help us address these challenges.
- HB-2020, if adopted, would permit a university to propose a specific plan for review and approval by the Board of Regents. No campus would be forced to change to the proposed alternative to State Civil Service.
- Under the legislation, existing classified employees would be converted to unclassified, university support staff positions. The legislation would delegate to a university the authority to:



- Manage positions in this service, including job titles and compensation, allowing institutions to adjust salaries to reflect local market demand and salary compression problems;
- Collapse narrow job classifications into broader categories with top and bottom salary ranges, a process known as “broad-banding”; and
- Use a merit system for salary increases, just as we do with existing unclassified staff, with one-third of the pool based on merit.
- Not everything would change under this proposal. Campus-based grievance and appeal processes for these employees would continue, and would be similar to the existing KU grievance and appeal procedures. Full due process would be guaranteed.
- Now, however, the people judging these processes would be closer to the situation and more knowledgeable than those outside the university.
- Also, employees in the new system would retain membership in the Kansas Public Employees Retirement system and participate in the State Employee Health Care and leave plans. Any additional costs for these benefits programs would be borne by the university as part of the block operating grant.
- Also unchanged under HB-2020 would be the use of:
  - Merit principles of recruitment and selection;
  - Existing electronic application systems at KU;
  - Existing electronic performance appraisal evaluation at KU;
  - The progressive disciplinary process currently used by KU that ensures due process; and
  - Existing protections, so that staff are not “employees at will.”
- Why do we believe this alternative to State Civil Service is good public policy, and why should you support it?
- First, HB-2020 is the result of extensive consultation with Lawrence classified staff over a period of years. Our Classified Senate was instrumental in shaping this proposal and, if it passes, they will remain involved in the process of creating a new plan.
  - Classified staff continue to support this initiative. Last November, as the Board of Regents was discussing this initiative, our Classified Senate unanimously reaffirmed its support. Members of our Senate, and other Classified Staff, will be in the Capitol tomorrow, on their own time, to advocate for HB-2020 and other issues of concern to Classified Staff. They are testifying today on work time. They believe this bill will have a positive effect on them and on the university.
- Second, HB-2020 is similar to past initiatives that have worked. In the late 1970’s, a crisis occurred at the KU Medical Center concerning salaries for nurses and other healthcare workers. The rigid, centrally imposed salaries for these high-demand workers were too meager to attract good candidates for available positions. This situation threatened the Hospital’s ability to function.

- At that time, KU sought authority to create a new system for these specific employees. The legislature granted this authority, and our ability to recruit and retain staff was greatly improved.
- Third, most public universities operate this way. Within the Big Twelve Conference, only Colorado, outside of Kansas, still uses a state civil service system for its public universities.
- And Colorado is considering making a change.
- Finally, our experience managing roughly 1,800 unclassified non-faculty has been excellent and has prepared us to make equally productive use of "Unclassified Support Staff," should HB-2020 be adopted.
- Since the legislation is permissive, there is no fiscal or administrative impact for universities that choose not to pursue the alternative to State Civil Service.
- Universities that do make this change, such as the Lawrence campus of KU, would manage the extra costs through reduced turnover and lower training costs, or as part of the block operating grant.
- In summary, we believe permissive legislation that allows universities to pursue this new system will greatly enhance the ability of the university to manage all of its staff, resulting in:
  - Improved salary and working conditions for classified staff;
  - Elimination of barriers in pay and job title administration; and
  - Maintenance of the best features of State Civil Service.
- Obviously, any time you propose such a departure from past practice there are likely to be some questions and concerns. The Chancellor and I would be happy to respond to any questions you may have.

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## House Committee on Higher Education

### Testimony of Mike Auchard

HB 2020

February 7, 2005

Thank you Chairperson Sloan and members of this committee for the opportunity to speak with you on this important issue. I am here to speak on behalf of the classified employees at the University of Kansas on House Bill 2020, an action whose purpose is to enable Regent system universities to remove their classified employees from the state civil service system and place them under the administration of the universities and the Board of Regents. I will begin by pointing out that under this legislation no Regents University would be required to participate in the conversion, but would simply have the option to do so if the institutions so chose and with the approval of the regents.

This bill is the result of a collaborative process between the administration at the University of Kansas and classified employee members of KU Classified Senate, the organization at the university that represents the classified employees to the university, the state government, and the public. We were trying to draft a proposal that would satisfy the University administration's desire for more flexibility in managing its employees and at the same time allow them the option to be able to reward their employees in a manner more consistent with the labor market and higher costs of living in the metropolitan area of which the Lawrence campus is a part.

After we drafted our proposal, the committee arranged a series of campus-wide town hall meeting in order to inform the university community, answer questions, and solicit new ideas and information. These meetings occurred between February and October 2003 at various locations and different times of the day and night. The committee wanted to be certain that as many employees as possible had the opportunity to receive information and express viewpoints. The final vote on this issue was held on October 2, 2003, and 78% of the classified employees voted. The issue carried with 623 people voting in favor of pursuing an alternative to civil service.

The issue then went to the Kansas Board of Regents where it was eventually modified and approved. The modification consisted in allowing all of the Regents universities to be included if and when they might so decide. When the idea was first proposed it was specifically for the University of Kansas.

We believe that there are some important and immediate benefits that will occur if this legislation is approved by state government. It will allow KU to create job descriptions more specific to the types of work that are needed at the university and develop a new performance appraisal system that will take into

based component in employee salaries. The performance-based component, while only consisting of 1/3 of the total amount in pay increases, will allow some flexibility in rewarding superior effort and initiative, and at the same time maintain wages at a level that will be competitive with the Lawrence/Topeka/Kansas City job market. The university would have significantly more latitude in managing its own budget and paying its employees.

What the employees hope to receive from this change is the possibility of better wages while they retain the same benefits and strengthened rights of appeal.

The opponents of this initiative have focused primarily on inciting fear among the employees by stating that they would lose job security under a new system, even though it is impossible to know what new policies and appeal processes might be created in an alternative system. I would like to point out that there have been at least two lay-offs in recent history at the University of Kansas due to reorganization for budgetary reasons. The first of these was a couple of years ago at the Purchasing Department. Positions were found for all of the classified employees who were laid off, within the university. The last of these lay-offs is occurring right now with the printing service shutting down. This affects about a dozen classified employees and the KU Human Resources/Equal Opportunity Department is currently trying to find positions for the affected employees for the simple reason that it is the right thing to do. It is not the state civil service system or any labor organization that is trying to find new jobs for these employees, but KU.

I would argue that the job security that most of us have believed was inherent in the civil service system has been largely a myth, and that without the good will and good faith of the employer, in this case the University of Kansas, there is no job security in times of economic crisis. I don't believe job security is not a legitimate issue in this debate.

What is a legitimate issue is the fact that the Lawrence, Kansas area is among the most expensive places to buy a home in the state and that the University has to compete with some of the highest paying employers in the state because of its proximity to large metropolitan areas. Currently KU does not have the ability to adjust wages to make them more competitive. The main thing this legislation is trying to do is to allow KU to better serve itself and its employees, and to benefit the people of the state of Kansas who send their children there to be educated and who reap the rewards of the research and outreach efforts that go on there.

Thank you.

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**The Kansas  
Association of  
Public Employees**

**KAPE**

Working to Protect Kansas Public  
Employees since 1962

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**Working Together,  
We Make A Difference!**



**Testimony  
Before the House Higher Education Committee  
February 7, 2005**

**Presented by Andy Sanchez, Executive Director  
Kansas Association of Public Employees**

Thank you Mr. Chairman and members of the committee. I appreciate the opportunity to appear before you today and speak on HB 2020. As you know, KAPE is the largest public employee representative in the state. As such, we work with the state at every available opportunity to resolve conditions of employment. While we can only speculate on the far reaching impacts of this bill, I wish to convey our concerns in (3) main points.

**First, HB 2020 attempts to weaken conditions of employment by declassifying or removing a large group of employees at our state universities out from the classified status to an unclassified status without civil service rights.** Civil Service is not only a pay system but also a system for responsible accountable government. To differentiate, unclassified employees are "at will" employees and may be removed for any or no reason. Civil Service is an important element to the work of KAPE, but it is also an important protection to all taxpaying Kansans. It replaced what was referred to as the "spoils system", when state jobs were dependent upon political patronage and a good ole boy system. In our opinion, we must not return to a system where hiring, firings, promotions, demotions and pay are dependent on factors other than qualifications. Civil Service establishes rules and regulations to insure the rights of state employees. Thus, HB 2020 takes drastic steps to remove accountability and protection in the hopes of bettering their compensation package. It is a trade-off that should not be offered and one KAPE cannot support.

**Second, we respect the process of the legislature** as they make annual appropriations each year including the pay adjustments for state employees. There are 38,000 state employees who trust you will make the fair and appropriate decision there. This is an enormous responsibility that should remain with the legislature. HB 2020 would remove a group of state employees from your responsibility in the hope that their group might receive higher annual pay raises. Although some individual employees may support this bill, the overall negative impact far outweighs any immediate benefits in pay.

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Attachment 4

**Third, as already stated, from the employees' perspective the impetus for this bill is more money in their pockets. However, it should be noted that this will give a great deal of discretion to University Human Resource offices.** It is clear that the reasoning for HB 2020 is to allow the appointing authorities (local human resource offices) more autonomy. What does this mean? It means expanded discretion and flexibility in all aspects of managing their workforce. Discretion is not just scary, in this case it also means without accountability to the Division of Personnel Services in Topeka, the Civil Service System and the Legislature. Attached to my testimony you will find 1-1-1 of the Kansas Administrative Rules and Regulations (K.A.R.'s). This should illustrate the magnitude of the rights that these employees are being asked to give up. We have to consider that these are positions of public service. Though some of the current occupants of these positions want to give up their rights, shouldn't we consider that future occupants of their positions may put a greater emphasis on the importance of these rights. Just the notion of having to give up rights for adequate pay increases does not make sense.

In recent years the legislature has found itself in tough financial times. We understand that the work of the legislature depends on revenues to fund state government which involves peaks and valleys in our state economy. Taking steps to scrap our current personnel system for temporary quick-fix methods is risky. Where will the funding come from? It has been suggested that this could be accomplished through already escalating tuition increases. In this instance costs have merely been shifted to Kansas students and families, a population already struggling to absorb these costs. Another quick-fix method suggested for funding is to utilize grants. Grants are unpredictable and short lived. This is simply not the solution and will only cause heartache to employees and the state.

Thank you

## Kansas Legislature

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### **Kansas Administrative Regulation 1-1-1**

#### **1-1-1 State human resource program, responsibilities, regulations and guidelines.**

(a) The Kansas civil service act shall be administered by the director to provide a complete human resource program that is both effective and efficient. To provide an effective, responsible and quality workforce, regulations and guidelines which address the following shall be centrally maintained by the director:

- (1) workforce planning and control;
- (2) classification;
- (3) compensation;
- (4) recruiting and staffing;
- (5) probationary periods;
- (6) performance reviews;
- (7) training and career development;
- (8) hours and leaves;
- (9) employee-management relations;
- (10) guidance and discipline;
- (11) terminations;
- (12) records, reports and research;
- (13) layoffs;
- (14) employee awards;
- (15) quality management;
- (16) employee benefits;

(16) employee benefits;

(17) equal employment opportunity; and

(18) other pertinent human resource issues as determined by the director.

These regulations and guidelines shall apply only to classified employees unless otherwise specifically stated.

(b) The central personnel office for the state as one employer shall be the division. Agency assistance, as well as direction and review of agency human resource programs shall be provided by the division.

(c) Any human resource duty which is delegated to an agency by the director shall be the responsibility of the delegated agency and the agency shall comply with statewide personnel regulations and statutes. Each human resource program delegated to an agency shall be monitored by the director.

(d) Human resource regulations and bulletins shall be provided to each agency by the director.

(e) Each agency shall make available for inspection all human resource regulations and bulletins to all employees in an area which is both known to employees and available at all times. (Authorized by K.S.A. 1995 Supp. 75-3747; implementing K.S.A. 75-3746; effective May 1, 1979; amended May 31, 1996.)



## ***Civil Service Board***

*The state Civil Service Board is an administrative board that has the statutory authority to hear appeals of classified state employees with permanent status who are entitled by statute to appeal to the board. They have the responsibility of determining the reasonableness of agency actions that are appealed to the board.*

### ***Nine basic principles of Civil Service:***

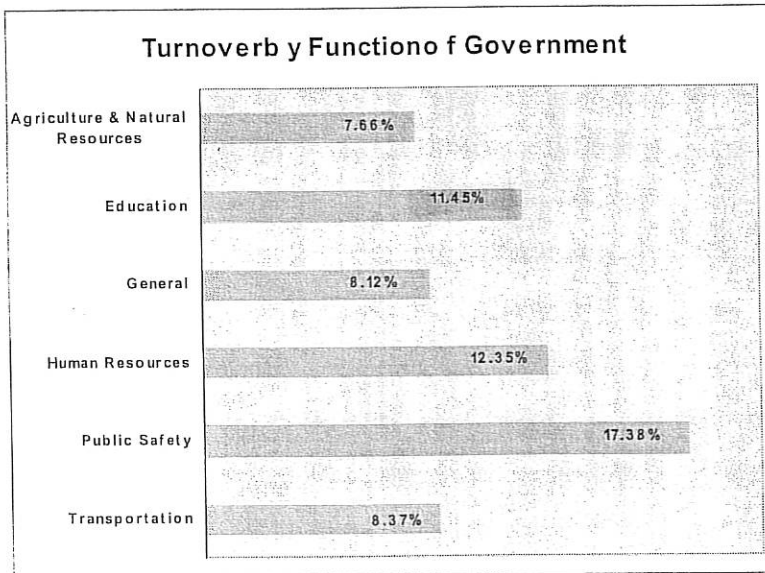
- 1. Recruitment of qualified individuals based on ability, knowledge and skills.*
- 2. Applicants receive fair, equitable treatment.*
- 3. Equal pay for work of equal value.*
- 4. Employees must maintain integrity, good conduct and concern for the public.*
- 5. Workforce must be used efficiently and effectively.*
- 6. Retention of employees based upon adequacy of performance.*
- 7. Education and training should be provided to improve performance.*
- 8. Employees should be protected from arbitrary action, favoritism, political coercion and should be prohibited from influencing the results of election.*
- 9. Whistle blower protection in cases where there is evidence of crime, waste, abuse of authority or danger to the public.*

Agency Turnover FY 2004

**Agencies with less than 10% Turnover**

Excludes agencies with less than an average of 100 employees for FY 2004.

Agency Name	Average Number of Employees	Turnover
Wildlife and Parks, Department of	395	4.05%
Commerce, Department of	210.5	5.23%
Corporation Commission	130	5.38%
Fort Hays State University	299.5	6.01%
Investigation, Kansas Bureau of	147	6.12%
Pittsburg State University	302	6.95%
Emporia State University	309	7.12%
Revenue, Department of	1012	7.31%
Historical Society, State	109	7.34%
Agriculture, Department of	260.5	7.68%
Highway Patrol	785.5	7.89%
Transportation, Department of	3082.5	8.37%
Social & Rehabilitation Services, Dept	3357	8.73%
Health and Environment, Department of	786.5	9.03%
Parsons State Hospital & Training Center	447.5	9.16%
Kansas State University	1665	9.19%
Labor, Department of	668.5	9.42%
Administration, Department of	636	9.49%
Education, Department of	168.5	9.50%



Source: S HARP (August 2004 or FY 2004); Excludes unclassified, temporary and student employees.

Classified Employees Turnover by Agency

Agency Name	Avg Number of Employees		Turnover Rate (%)			
	FY2004	FY 2000	FY 2001	FY 2002	FY 2003	FY2004
Accountancy, Board of	2.0	100.00	0.00	50.00	0.00	0.00
Adjutant General	47.0	6.19	9.90	0.00	11.65	14.89
Administration, Department of	636.0	12.11	9.23	10.20	14.79	9.49
Aging, Department on	164.0	7.78	9.76	10.17	20.00	15.24
Agriculture, Department of	260.5	13.63	9.47	4.97	8.03	7.68
Animal Health Department	26.0	3.85	7.69	7.41	7.55	15.38
Atchison Juvenile Correctional Facility	92.5	12.56	15.50	15.67	16.51	34.59
Attorney General	1.0	0.00	66.67	0.00	0.00	0.00
Banking Department	74.0	13.74	15.04	7.30	14.09	5.41
Barbering, Board of	1.0	0.00	0.00	0.00	0.00	0.00
Behavioral Sciences Reg Board	4.5	57.14	54.55	0.00	0.00	66.67
Beloit Juvenile Correctional Facility	83.5	14.58	19.10	19.25	21.18	5.99
Blind, School for the	27.0	9.09	9.52	3.39	10.53	7.41
Citizens Utility Ratepayer Bd	2.0	0.00	0.00	0.00	0.00	0.00
Commerce and Housing, Department of	210.5	21.74	18.88	15.25	13.08	5.23
Corporation Commission	130.0	8.66	8.59	7.72	5.34	5.38
Corrections, Department of	275.5	8.45	13.47	8.11	10.73	11.02
Cosmetology, Board of	10.0	10.00	31.58	0.00	20.00	10.00
Credit Unions, Department of	12.0	18.18	9.09	9.09	0.00	0.00
Deaf, School for the	47.5	14.43	23.40	14.29	18.56	14.74
Dental Board	1.5	100.00	0.00	100.00	0.00	0.00
Education, Department of	168.5	8.31	7.72	7.52	12.58	9.50
El Dorado Correctional Facility	448.0	21.27	20.68	24.61	21.22	26.34
Ellsworth Correctional Facility	219.0	11.83	18.38	12.87	17.57	20.09
Emergency Medical Services	11.5	9.09	19.05	8.70	17.39	8.70
Emporia State University	309.0	12.44	10.08	8.14	8.67	7.12
Fair, Kansas State	21.5	22.86	10.00	20.00	30.00	9.30
Fire Marshal, State	43.0	10.39	7.32	2.33	4.60	6.98
Fort Hays State University	299.5	10.20	8.43	8.70	6.98	6.01
Governmental Ethics Commission	N/A	N/A	N/A	N/A	N/A	N/A
Governor, Office of the	N/A	N/A	N/A	N/A	N/A	N/A
Healing Arts, State Board of	22.0	13.64	14.29	0.00	18.18	13.64
Health & Environment, Department of	786.5	11.92	9.58	10.73	11.68	9.03
Health Care Stabilization Fund Board of Governors	8.0	28.57	0.00	0.00	0.00	0.00
Highway Patrol	785.5	13.67	12.40	11.53	7.36	7.89
Historical Society, State	109.0	15.08	20.08	9.72	13.04	7.34
Housing Resources Corporation	N/A	N/A	N/A	N/A	N/A	N/A
Human Resources, Department of Labor, Dept of	668.5	10.18	11.23	8.32	7.37	9.42
Human Rights Commission, Kansas	27.5	10.17	42.11	21.43	0.00	29.09
Hutchinson Correctional Facility	506.5	14.72	15.51	16.02	18.29	15.00
Indigent Defense Services, Board of	62.0	12.70	16.92	17.19	9.60	17.74
Insurance Department	31.5	2.15	4.82	5.48	8.70	19.05
Investigation, Kansas Bureau of	147.0	6.32	9.83	5.93	6.33	6.12
Judicial Council	N/A	N/A	N/A	N/A	N/A	N/A
Judiciary	N/A	N/A	N/A	N/A	N/A	N/A
Juvenile Justice Authority	25.5	4.65	12.50	19.61	15.39	31.37
Kansas Arts Commission	7.0	0.00	0.00	30.77	0.00	14.29
Kansas Housing Resources Corporation	36.0	ND	ND	ND	ND	5.56
Kansas, Inc.	N/A	N/A	N/A	N/A	N/A	N/A
Kansas Public Employees Retirement System	66.5	6.78	6.61	7.52	14.93	7.52
Kansas State University	1,665.0	12.39	12.99	10.41	11.11	9.19
KU Medical Center	478.5	17.87	21.48	16.17	20.97	12.75
Larned Correctional Mental Health Facility	177.5	17.87	19.39	15.34	16.81	12.86
Larned Juvenile Correctional Facility	132.0	19.01	19.33	17.72	11.48	14.39
Larned State Hospital	698.5	13.75	17.17	11.82	16.63	17.32
Legislative Coordinating Council	N/A	N/A	N/A	N/A	N/A	N/A

Classified Employees Turnover by Agency

Agency Name	Avg Number of Employees FY2003	Turnover Rate(%)				
		FY 2000	FY 2001	FY 2002	FY 2003	FY2004
Legislative Division of Post Audit	N/A	N/A	N/A	N/A	N/A	N/A
Legislative Research	N/A	N/A	N/A	N/A	N/A	N/A
Legislature	N/A	N/A	N/A	N/A	N/A	N/A
Library, State	23.5	21.28	4.26	4.17	8.33	8.51
Lieutenant Governor, Office of	N/A	N/A	N/A	N/A	N/A	N/A
Lottery, Kansas	41.0	17.78	2.35	22.50	2.53	4.88
Mortuary Arts, Board of	2.0	0.00	0.00	50.00	0.00	0.00
Neurological Institute, Kansas	552.5	11.59	16.34	17.13	13.73	13.03
Norton Correctional Facility	252.0	10.94	10.18	9.16	7.35	12.70
Nursing, Board of	19.0	27.59	14.29	24.24	21.62	5.26
Ombudsman for Corrections	N/A	0.00	0.00	0.00	200.00	N/A
Optometry Board of Examiners	1.0	0.00	200.00	0.00	0.00	0.00
Osawatomie State Hospital	377.0	24.51	25.80	21.76	20.33	18.47
Parole Board, Kansas	N/A	N/A	N/A	N/A	N/A	N/A
Parsons State Hospital and Training Center	447.5	9.85	10.94	8.98	10.88	9.16
Pharmacy, Board of	5.5	20.00	40.00	75.00	0.00	0.00
Pittsburg State University	302.0	8.99	8.97	8.91	5.32	6.95
Pooled Money Investment Board	4.5	N/R	N/R	N/R	22.22	0.00
Racing and Gaming Commission, Kansas	41.0	12.66	20.25	10.13	7.60	4.88
Rainbow Mental Health Facility	107.0	25.37	26.67	17.62	33.78	23.36
Real Estate Appraisal Board	1.0	66.67	0.00	0.00	0.00	0.00
Real Estate Commission	10.5	10.00	0.00	28.57	0.00	9.52
Regents, Board of	18.5	9.52	0.00	0.00	0.00	16.22
Revenue, Department of	1,012.0	9.17	9.89	7.97	6.92	7.31
Revisor of Statutes	N/A	N/A	N/A	N/A	N/A	N/A
Secretary of State	N/A	N/A	N/A	N/A	N/A	N/A
Securities Commissioner of Kansas	17.0	14.29	15.79	12.12	6.25	0.00
Sentencing Commission, Kansas	N/A	N/A	N/A	N/A	N/A	N/A
Social & Rehabilitation Services, Department of	3,357.0	10.20	9.85	9.10	10.60	8.73
State Conservation Commission	5.5	0.00	16.67	33.33	0.00	18.18
Tax Appeals, Board of	13.5	24.39	0.00	11.11	19.36	7.41
Technical Professions, Board of	3.0	0.00	0.00	0.00	0.00	0.00
Technology Enterprise Corporation	N/A	N/A	N/A	N/A	N/A	N/A
Topeka Correctional Facility	222.0	21.40	34.07	16.47	10.21	13.51
Topeka Juvenile Correctional Facility	216.5	15.74	13.18	24.39	19.62	37.41
Transportation, Kansas Department of	3,082.5	10.18	9.27	9.36	9.16	8.37
Treasurer, State	11.5	23.26	20.00	0.00	0.00	8.70
University of Kansas	1,471.5	21.07	21.34	20.34	16.88	17.40
Veterans' Affairs, Commission on	336.0	23.24	29.16	55.68	41.97	35.42
Veterinary Examiners, Board of	N/A	N/A	N/A	N/A	N/A	N/A
Water Office, Kansas	18.0	0.00	9.52	19.51	5.26	5.56
Wichita State University	654.0	14.62	12.30	11.90	13.56	10.55
Wildlife and Parks, Department of	395.0	5.18	6.18	4.09	6.11	4.05
Winfield Correctional Facility	198.5	16.58	16.00	14.65	13.17	16.61
<b>Statewide</b>		<b>13.01</b>	<b>13.47</b>	<b>12.50</b>	<b>12.69</b>	<b>11.84</b>

Source: S HARP (June 2000-2003, August 2004); excludes unclassified, temporary and student employees.

# Intro

- / Governing Magazine's "Grading the States 2001" rated Kansas one of the top 11 HR programs
  - Kansas received a B+ for HR programs, *only three* states received better grades
  - Important indicator serves as external measure of the quality of Kansas' personnel program

# Intro

## Accomplishments

Workforce Planning Program helped agencies analyze their future workforce needs

Council of State Governments' *2001 Best Innovation Award* finalist for Workforce Planning Program

IPMA *Best Practices Award* for Workforce Planning Program