

Question: What other support can KU offer to help you with this transition?

Responses

I am unsure, as I don't know exactly how this will affect me, as most of this transition has been as clear as mud and seemed to have been decided while everything was supposed to be still "up in the air".

Communicate, communicate, communicate!

To let staff know that their salary will not change. If they do not get one of the SSC jobs they remain in their department with the same salary. I do know that the duties would change but not have a loss in salary.

Be open and transparent on what is going on. There are a lot of changes right now, and most of the Support Staff seems to be in the dark if they are actually going to be moved or not, or what their future really holds.

Since this apparently is out of our hands, I can't see how you can make this less frightening.

Put smart people in the SCCs and pay them well. Give me a good, personalized feedback loop about the quality of service I receive.

I'm assuming I haven't heard more details because it doesn't affect my part of the organization, but I would be interested in knowing what's going on elsewhere, maybe in a university-wide informational email.

At this point, I have no idea.

Let people know as soon as reasonably possible whether 1) their job will change, 2) their job will be eliminated, 3) what options they have for relocation at KU. I think "not knowing" is the most difficult is causing the most anxiety (i.e., people are worried that they will lose their job.) part of the process for many people, and

Why did you send this survey to me? I'm in research. I answered 3 for the last 3 pages because I didn't care to read the questions.

Be transparent in terms of staff reductions with this transition. Again, one gets the feeling that KU is downsizing staff. If this is so, be upfront about it.

Specific information rather vague mumbled ideas.

We appreciate the opportunity to participate in Town Hall meetings. It is very difficult to evaluate messages such as "we don't know how this will work", "staff will need to be flexible" and "there will be less jobs on campus" in the same context. These kind of messages are hard to market at the department level. A few pieces of concrete information shared in town hall meetings would help departmental administrators prepare other departmental staff such as faculty, researchers and students.

For me, my work environment is best when all people involved like what they are doing. If at all possible it would be ideal if job positions were developed with that idea in mind and staff were asked to contribute to the development process (or at least staff with a record of high performance/feedback reports). I think there should also be more online checks and balances through current system to check people's work with processing student forms and such.

We really have not been clued in as to what changes are coming. Such as the new process for turning in our timesheets. We hear rumors that it's coming, but no instructions or trainings have been offered.

communication. Be open and honest with inquiries. Too much of this "I don't know I'll check into that." Know the information before you convey it to everyone.

This questionnaire just scared me. I'm grant funded and only get paid if grants come in. So is my job in trouble?

Positions should be open to anyone at KU and should be filled based on the qualifications and KU work history of the individuals, rather than on the basis of whether a department chair or center director "likes" someone. People should get jobs and be promoted on merit, not by playing favorites. Opening up all the positions and requiring people to apply may help to cut out some of the people who are not willing or able to do the work, yet have sat around the department earning annual "merit" raises based on favoritism rather than job performance.

not sure

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I won't be affected by this, but as a manager with experiences similar to the shared service center process, you cannot have enough communication with those staff who are impacted. Realistically, you pay them more money and assure professional development opportunities and you'd be amazed how rapidly and efficiently the change happens. More money means not less than 15%-50% more....this is not a charity...people shouldn't be treated like it's their gift to the "mission" to give their time and skills at less than the value they will be delivering.

If you require people to apply for the SSC positions, don't make the requirements so strict that qualified applicants are not considered. For example, requiring a certain number of years of experience at KU may leave out well-trained, motivated employees who have not yet worked at KU for that many years. Be very, very careful how you define the required qualifications. After promising every employee a job, they will start to panic if they realize that they don't "qualify" for any jobs that are posted.

I'm concerned that assigning staff to the SSCs will just be a process of "rearranging chairs" out of departments and into the SSCs. If that happens, I don't think true innovative change can happen. I lean towards offering positions to anyone at KU who is interested in applying, but I also think that KU should take this opportunity to staff the SSC with only the best candidates. That means some tough decision-making for the SSCs AND the departments. I don't think that some of departments are equipped to handle managing that kind of tough decision making.

Well defined plan and time, resources to implement the plan

Please take into consideration input from people doing the work. I'm not sure the issues at the ground level are fully understood by management. The clumsy way rgs and the university have been dancing over the years hasn't improved and only created new more bizarre solutions, just for example overhead return money spent on KURES but reports ranon UKANS.re-invented. There is no logic to a lot of this which appears to be band aid solutions for a problem that needs to be totally The very old system where grant and state used the same system with special codes to allow purchases for rgs to go through seemed to work fine in the past. Maybe it is time for even bolder aspirations and consider a fresh start. One more issue, things like kupps which would allow a PI to place an order directly rather than looking at the website, sending the information to someone else who has access to enter it, has never worked because our PIs will not sit through three hours of training for something that should take no more than a half hour. Again, for audit purposes on the rgs side if the PI can be established as placing the order the system functions at a higher level. As it is we continue on inefficiently.

In my opinion, you will hurt morale if you "assign" people to the new SSCs. They should be given the opportunity to apply.

disregard previous.

Better communication about what to expect and when.

Quit making me go to meetings that don't tell me anything. When there is something concrete, then I want to know.

nothing

Keep staff informed about the changes and how it affects them.

By being open and communicating. Be proactive. Treat people the way you would like to be treated. Ask questions from the people who are in trenches doing the work and trying to keep up with the changes. Thanks!

I think you are progressing very well.

Open communication between leadership and employees.

Flexibility in understanding that intelligence, skills, and experience have equal or greater value to specific formal education/training/certification.

Honesty and transparency. When you are dealing with people's careers and livelihoods, we deserve to know the true scope of what's being planned. The recurring "we don't have any answers" response is frankly insulting.

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KU can offer support in this process by weeding out those employees that do not have a customer service "attitude". I have run across more than one person in a department who will spend more time arguing with you as to why they cannot provide you with a piece of information than it would have taken to provide the information in the first place.

Communicate as quickly as possible what jobs will be in the SCCs and what jobs will be located within the department.

Make things happen - don't let every little decision get bogged down in committees. Choose people to lead and give them the freedom to make small to medium decisions on their own. Rip the Band-Aid off quickly!

I think in some cases where a department is going to get trimmed down to one staff, it might be nice to also consider a student position to help in order to ease the burden. I know I would be willing to take on more if I could delegate some easier tasks to a student in

Provide more information to units upfront about how procedures will change. It feels as if our ability to know our own needs is being removed and the idea that we know how to provide for those needs is being questioned.

Thank you for providing this survey opportunity. I would be happy to continue with further surveys as needed!
Faster the better.

Just don't forget about all the dedicated long term employees that suddenly feel pretty much like they do not have a place or that feel like KU could care less about them. The unknown makes it tough--makes it stressful

Given the ability of the internet to support task completion, why is it necessary to relocate someone, if and when they are assigned to this new unit? Why can't they stay with their unit, and have a certain percent of their responsibilities assigned to this new unit?

Communication that clearly clarifies the process. I went to a town hall meeting this summer and it was mostly people not being able to answer questions. While this may have been honest, it did not help to clarify what was happening or reassure people about the transition process. It was basically we don't really know what we are doing. I felt that people left with more questions and a distrust of the change; however, I am not sure that the committee picked up on that. Change is not easy and there will be resistance. Leadership, communication, transparency, and fairness will be key to helping with the transition.

More information about the differences in job duties between the Service Centers and the departmental positions.

More open and advanced communication.

Honestly, even after reading through the Changing for Excellence SSC business case website, including supplemental PowerPoint information, I still can't get a good grasp on how a SSC will actualize. It would be helpful to see some organizational chart - what the committee would envision the structure to be. If that information is out there, I haven't seen it.

Once again, this department, because of its size and complexity, would not be an ideal candidate for the SCC in any way, shape, or form. You cannot get the level of service the we now provide, with years of experience behind it, from a cube farm.

I strongly agree that any reconfigured jobs or positions that are created due to the SSC creation should go to current KU employees first.

Newsletters outlining significant changes with links leading to more in-depth explanations.

Be clear and concise in communicating important information about the transition. Don't send me a link to a website (like the Provost's office is doing) - I simply won't look at it. (Just being honest) You have to put it right in front of me - I'm too busy to do anything other than read an email.

Continue to be transparent and communicate decisions.

Wish you well! I'm retiring!

not sure - not sure how our department will be effected.

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Create an environment where personal growth and professional development are truly given priority, across all units.

Keep an open mind.

In an unrelated workshop I had the pleasure of hearing from an HR trainer just how necessary some of these changes are. I truly believe communicating better that this is not change for the sake of change would be beneficial. While these changes are ultimately monetarily driven, they are also in many cases necessary to overcome large administrative hurdles that we and our systems have caused (right, wrong or indifferent).

Unsure at this time

knowledge of how the process will work prior to the introduction of any change

How to become more efficient Job security - a thing of the past & what to expect in job market today How to develop survival skills

Encourage administrators to keep in touch with valid issues affecting subordinates, and address the same issues in a timely fashion.

I feel that two-way communication is important to help KU employees with this transition. Continue to use multiple forms of communication (such as website & email) to make information available. It is also important to solicit feedback so kudos for doing this survey and also for having the town hall meetings and brown bags so that employees have the opportunity to come interact in person and have their questions and concerns addressed. Thanks!

Hold off on any other new systems until the SSCs are up and running for everyone (within reason). The change with the centers and all the system changes is a little too much change at once.

It would be helpful to be respectful of the impact these changes have on the personal lives of those affected, and for management to be understanding that everyone is truly doing their best.

Haven't enough time here or experience to anticipate such needs yet.

Sensitivity to the employees needs and wishes

Understanding and compassion for employees impacted by the changes that will take place.

Take a look at what an employee does and not whom they know. Butt kissers go far on this campus, and the person or persons doing the jobs get left behind.

I think they are doing a great job at trying to help employees have opportunities to be a part of this change.

Information when the facts are there. Too often people leave the town hall meetings with more questions than information. There seems to be an urgency to communicate, but that urgency without details creates more anxiety for staff.

If future meetings are held regarding SSCs, they should not merely be a reiteration of material sent in an email - there should be new information available so that questions can be answered.

None at this time.

Communicating what they see as the future for the employees. Right now they have Town Hall meetings or Focus group meeting but no one still has any idea what is going on. That Town Hall meeting was a good example. Every question was answered with "That's a good question we understand your concerns we are working on that or we will get back to you with an answer. People want to know what a SSC is, how will this impact my job, should I think about moving to the SSC just stay where I am, will I have a job somewhere. It's like you have a word "SSC" but no plan that you want to share or you don't know on how you plan to get there. If your plan is to lay people off then let us know, so we can plan for this. You keep saying everyone will have a job but what I see shows less FTE in the SSC so where is everyone going. Be honest and let us know what the plan is. Thank you!

If committees, or supervisors, etc. decide jobs are moving or new job duties are provided I would like for those plans to be presented, discussed and time allowed for me to accept or decline. I believe there should be more than a 2 week notice time involved.

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staff evaluation should be done not solely or consistently by one single supervisor. It should be a collective input from various close supervisors (2 supervisors as the evaluators the minimum).

I would like to see an additional communication ambassador assigned to [REDACTED]. Too frequently out of the office to provide adequate communication for this situation. I feel that our current ambassador is Additionally, many staff members suspect our ambassador of censoring the information provided to protect personal interests.

Stop making me feel like I'm losing my job.

I think there is not enough accurate information available about how the SSC's will impact departments for people to be able to answer these questions. We are told - "don't worry your position is secure at the departmental level" and we are told "all departmental positions will go away. You need to find a new job." Both of these comments were from two different high ranking members of the SSC design committee.

transparency

Let the people in the departments have more input into this change.

Increased benefits for increased responsibilities, increased professional development opportunities (e.g., expanding Tuition Assistance program, offer small pro-dev retreats in town on Fridays or weekends). and flexible schedules for transition completion dates

Current staff should be given the opportunity to advance their career first as they have been working hard to gain this opportunity only to be pushed out by individuals that have no intentions to stay at KU for more than 1-2 years after they built their resumes. Most KU staff have families established in the Lawrence area which means they are dedicated to living here and contributing to the success of KU for a long length of time which in the long run will save KU money when we do not have to continually replace staff that never intended to stay. Opportunities of advancement will also make the KU staff happier and more motivated to work at KU.

Many of the choices for people who have currently been hired into positions for the service centers are highly questionable in regards to their qualifications. That leaves me with no faith that HR will fairly fill the vacancies that are to come. My job will change. I am afraid that it will be eliminated or "dumbed-down". I have asked my supervisor what is going to happen to my job and he doesn't know.

Communication, Communication, Communications - this is not being done! There should be weekly updates to the USS and UPS on this very important project. Staff are concerned about their jobs. No one is address this issue and we hear conflicting information from people who are on different committees. The committees need to get their act together and at least tell the same information to everyone. It is hard for staff to concentrate on their jobs not knowing the future.

I am in favor of offering redesigned positions to KU employees first, but this very much depends on whether the employee fits the new position description. This should be decided on a case by case basis, if feasible.

This may be out of place in the survey - but I just thought of it. I'd like to see - if a person isn't doing their job - get RID OF THEM! Often I hear - "they've been here so long we can't get rid of them." What's that magic number of years when I can begin to slack off without fear of termination?? Not that I believe my boss(es) would put up with it. My current boss(es) have backbone. They take care of business - without shuffling dead wood from department to department and not dealing with issues head on!

Provide solid proof of concept--all we've heard so far are vague references to other institutions considerably different from KU in size, scope, and location. What are the other regents institutions doing? What are our Big 12 colleagues doing and how have the USS staff reacted? What about Texas A & M--supposedly a model of this kind of "corporatization"?

Reassurance that I'm not going to lose my job, receive a decrease in pay, or have a reduction in job responsibilities.

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Clear description of who is doing what in the new SSCs. And clean transfer of responsibilities to SSC staff. I'd rather not have to do this piecemeal, but have all work transferred once they're up and running.

Understand that we are not expendable. Brown bag lunches I refuse to do. Why should I work over my lunch break? For free? Not happening. I don't get paid for that time and I don't get to leave early if I were to attend one.

I question if this concept will improve anything. It appears to be designed to address a small number of issues for a small number of units. All others are being forced into an ill-fitting process that will cost more, be less efficient and create large delays.....all because a consultant pulled a "standard play" from a playbook because they feel obligated to advocate change....to justify their fees!

The last Town Hall meeting that was held only told us KU knows nothing about the transition. Worried about their jobs. As knowledge and decisions are made, inform KU staff immediately! People are confused &

See my answer to the previous open question - I would like to be informed and be allowed to participate in the development stages, if possible. I have worked at KU for over 15 years in several different areas and I would sincerely hope that my experience and seniority are taken into account when it's all said and done.

Simply keeping employees informed on progress and changes is tremendously helpful.

What is the SSC referred to so much in this survey? I also have no idea what transition this is.

Just lots of communication, which you seem to be doing.

???

There is no other support needed at this point. We are trying to offer our staff positive thinking regarding this change and encouraging them to stay informed. I think the SSC direction is good for the university especially since it is addressing student, fiscal, operational and personnel services. The university will continue to have a murmur of uncertainty because the process is evolving and each worker doesn't feel in control. This is inevitable with change. Truly try to make these concepts work and defeat the mentality that administration will resort back to the existing structure and inefficiencies in 5years or less.

Additional insight (examples) of how the changes will affect individuals in small, medium and large units on campus.

Information should be shared in multiple ways to employees. Information should not just be channeled through the department directors. Many directors (such as ours) does not share such information with everyone in the office. It is difficult to rely on the director for this type of information especially when the director has personal issues.

Show some respect for the culture of the place. New management models promoted by the consultants need to account for individual initiative which is the key and the most effective resource when applied to the various tasks.

Provide training to current employees who wish to or must move to other positions that become available because of changes in their own departments. Provide training for those within before hiring from the outside.

Time to process information in a timely manner. Clear communication rather than rumors.

Better supervision and training to department leaders making decisions about who stays, who goes, who gets opportunities to train, etc. to make sure these decisions are fairly (and legally) made.

Consult with current staff. I feel strongly that if jobs are to be eliminated and new ones created elsewhere, that current staff should have an advantage in applying for these positions.

Have people that do interviews be skilled in that job. The people that do the interviews do not have a clue. There would be fewer hard choices if the management made smart choices.

Continue sharing information as it becomes available. This eases the "uncertainty".