

Public Comment to the
State Employee Compensation Oversight Commission
October 15, 2007

Thank you for allowing me to address you this morning. My name is Gary Leitnaker and I am the Appointing Authority at Kansas State University and therefore responsible for all employment matters involving classified employees. Our classified FTE is a little more than 2000 employees, both represented by employee organizations and not.

In my over 30 years of experience, I have worked for three employers. My first employer, a fortune 50 company, had three salary plans that I worked with. One for exempt tied to national, regional or local markets, dependent upon the position, one for non-exempt or clerical, tied mostly to the local market and finally, each facility had its own non-exempt hourly rates which were tied to the local labor market for distribution, manufacturing, maintenance, custodial, etc. These plans were designed by the Hay Group and worked quite well, with the first two using the pay for performance recommended here. So, I am familiar with working with plans by Hay, have had quite a lot of experiences with them, and have seen them work successfully. This fortune 50 company spent a lot of resources on training its human resource professionals, supervisors and managers in administering this plan consistently on a national basis and in the consistent application of its evaluation processes. This must also happen in Kansas.

Our biggest challenges in recruitment and retention at Kansas State, next to our faculty, have to do with hiring skilled crafts and historically lower paid positions, such as custodial and food service positions. With the building boom in our area, with a growing Ft. Riley and our own growing student population, we are frankly

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having a hard time keeping up. So, we must have flexibility to ensure we can react to changing market conditions.

Lastly, in order to hire people into many positions, we must advertise an externally equitable pay range that we have to be willing to pay, dependent upon someone's experience. If we find someone, then our issue becomes a problem of internal equity, which is demoralizing to current employees. So, if current employees were paid somewhat close to market, this should not occur.

In summary, I am supportive of the proposed plans as long as we 1- will have the ability to react to market conditions, which if funded the plans should do and 2- we must be able to resolve issues of internal equity.

If employees don't trust these plans though, they will fail. Therefore, we must also, as an organization,

- 1) ensure and require appropriate training for human resource professionals, supervisors and managers; and
- 2) ensure that there is consistent application of the plans and evaluation processes to gain peoples trust in the process

Thank you.
