*November 3, 2008*

*It seems as though only those persons who have conscientious supervisors or are pushy people get ahead at the university. I've been here ten years and have been bounced up and down the line and make less than new people coming into the system. There does not seem to be a monetary award for loyal employees. Such a shame. I'm ready to leave the university because of this major problem. I also hear it from multiple people. What do you plan to do about turnover, growth in a position - there aren't any career ladders that I'm aware of, so unless you have a great boss, you are constantly job swapping to move up in rate of pay.*

 *There are too many chiefs and not enough Indians in this organization. Ask the worker bees. They are trying to make ends meet and are always watching the upper management get the benefits. The bad apples always seem to get the prime $$ and are kept regardless of their ability to do the job. Pretty bad when a whole office sees the disparity. Kudos to those who are trying to make changes. Seems the university should be a little more advanced than it is though.*

November 6, 2008

Thank you for your comments. Your concerns about the compression of salary scales when market rates are attached to new-hires is a common concern across all employee categories. Although it doesn't seem "fair", it is a reality we live with when certain job classes are moving quickly in the market. Beth Behner has been working on this issue and may weigh in with a more detailed response.

The need for career ladders and promotional opportunities is important and though much has been done in the past couple of years, there is more that needs to be done. It is a particularly difficult problem in statewide administration where we have a relatively flat organization.

We do not currently have a performance management program in place for statewide employees, and as you point out, good and bad employees are rewarded equally --- which is surely the worst of all situations. We expect to have a program in place by next year.

I don't share your belief that there are "too many chiefs and not enough indians" since virtually everyone I see in statewide is fully engaged and overloaded with work. However, if you have any specific department in mind, please let us know since we are definitely interested in reducing costs and will carefully review departments that have more executive staff than necessary.

Again, thank you for your comments.

Wendy Redman

**FOLLOW-UP:**  Forward to Beth Behner.