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UA28/1 The Personnel File

WKU Human Resources

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Time Management Saves Time

Time is one's most critical resource. According to time management consultant, Alan Lakein, time is the difference between those at the top of the ladder and those at the bottom. Most time management consultants will belittle the argument that there just isn't enough time to spread around. Everyone has the same 168 hours a week, yet one person drowns in seemingly endless tasks, while another floats merrily along. The difference is the management of the resource time.

Time management starts with the realization that time can be divided into segments such as the second. It has been said, "Seconds are the stuff life is made of;" waste seconds and you waste a life. Seconds evolve into minutes; and whether the "longest" or the "shortest" hour of the day, there are 60 minutes in each. Whether seconds, minutes, hours, days, weeks, months, each is an important segment of time. Will Rogers, when asked how would he spend them if he had 48 hours to live, answered, "Start with one at a time." The adage on money, "Watch out for the pennies and the dollars will take care of themselves," is also appropriate for time—watch out for the seconds and the hours will take care of themselves. In the management of your time, be sure to use the small segments of time.

Time management has many similarities with money management. Time is a resource, just as money is a resource, and there is a correlation between the attitudes and traits of people in the use of time and money. Studies have shown that people who are consistently behind in time are

consistently short of money. Time actually translates into money. This translation is exemplified in a chart on wasted time.

Suppose a person wastes an hour a day on the job—a few minutes getting started in the morning, a few extra minutes at coffee break, and a few minutes early before quitting time—what does that loss mean in dollars and cents to the institution? Assuming an eight-hour workday, three weeks of annual vacation, and nine holidays, here are the costs of a wasted hour per day over the course of a year at various salary levels:

Salary	Cost to Employer
\$ 5,000	\$ 625
\$ 7,500	\$ 935
\$ 10,000	\$ 1,250
\$ 12,000	\$ 1,500
\$ 14,000	\$ 1,750
\$ 16,000	\$ 2,000
\$ 18,000	\$ 2,250
\$ 20,000	\$ 2,500
\$ 25,000	\$ 3,125
\$ 30,000	\$ 3,750
\$ 35,000	\$ 4,375
\$ 40,000	\$ 5,000
\$ 50,000	\$ 6,250

The relation of time and money is best summarized in, "YESTERDAY IS A CANCELLED CHECK, TOMORROW IS A PROMISSORY NOTE, TODAY IS READY CASH, USE IT."

In organizing time, start with planning and thinking through the activities you want to accomplish. If you don't plan, you'll allocate your time to **problems** rather than opportunities; and opportunities are those tasks and activities that provide achievement

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Cash Awarded for Cost Reduction Plans

The National Association of College and University Business Officers and the United States Steel Foundation, Inc., have announced the ninth consecutive year of their jointly sponsored Cost Reduction Incentive Awards Program. The Program awards unrestricted grants of cash to colleges and universities that have developed and implemented cost saving innovations and techniques.

The grant award is an unrestricted grant of \$10,000. There will be one \$7,500, one \$5,000, and five \$2,500 awards. An unspecified number of \$1,000 and \$100 grants will be awarded based on the number of qualified proposals submitted. The awards will be given directly to the recipient institutions to use at their discretion.

For any submission to be considered, the cost reduction idea/technique must have been successfully implemented by the college or university during the 1983 calendar year. The deadline for submission of final proposals is March 15, 1984.

The Personnel File

Tuition Scholarships Available for Spring

As winter sets in, many people search for new pastimes and experiences which can result in personal growth and self-fulfillment. Why not take advantage of the University's Tuition Scholarship Program and enroll in a class or two this spring semester?

Full-time employees may register for up to two undergraduate courses, or one graduate course per semester and pay no tuition.

Part-time employees (at least one-half time) are eligible for the tuition benefit in direct proportion to their employment status. For example, a person employed on a one-half time basis would be eligible for fifty percent of the benefit if the course is taken during the semester in which the person is employed.

One course may be taken during normal working hours with the approval of your department head. In order to take a class during working hours, you must complete a Faculty-Staff Tuition Scholarship Form which is available in Personnel Services. This form should be completed prior to registration fee payment day. Only one course may be taken during the period 8:00 a.m. to 4:30 p.m. unless the staff member works **entirely and regularly** on the second or third shift.

The University will also pay 50 percent of the registration fee for the spouse of a regular and full-time employee when the spouse registers for either one or two undergraduate courses or one graduate course.

Non-credit courses offered by the Office of Independent Study are also approved for tuition scholarship benefits. Three non-credit courses count as one undergraduate course in determining total tuition scholarship benefits for a semester.

A bulletin listing spring semester course offerings is available in the Registrar's Office. Registration for new students and evening classes will be conducted at Diddle Arena on January 9, 1984. Only the evening class students will pay their fees on that day.

Even though you do not pay tuition under the Scholarship Program, you are still required to go through the fee payment process at Garrett Conference Center. Rather than pay fees, you will present a tuition scholarship card which may be obtained at the Tuition Scholarship table located before the cashiers' station.

You are encouraged to take advantage of this educational opportunity. It represents a significant savings for you and/or your spouse. During the 1983 fall semester, 254 persons used the Tuition Scholarship Program to increase their education. The Tuition Scholarship Program is just one more way the University demonstrates its appreciation for Western employees.

FREE PAYMENT SCHEDULE Garrett Conference Center

Monday, January 23	11:30 - 4:00	Sa-Zz
Tuesday, January 24	11:30 - 4:00	Ma-Rz
Wednesday, January 25	11:30 - 4:00	Ha-Lz
Thursday, January 26	11:30 - 4:00	Cm-Gz
Friday, January 27	11:30 - 4:00	Aa-CI

Severe Weather Procedure Outlined

It has been predicted we are in for a mild winter. However, if severe weather conditions occur, classes at the University are sometimes cancelled, but administrative offices remain open. Without official notification that offices will be closed, staff members are expected to report to work and meet all usual obligations.

Should severe weather conditions make roads impassable or very dangerous, employees must use their own judgment in reporting to work.

Individual absences caused by inclement weather will be counted as vacation time or leave without pay. Employees will be paid for time during which the University is officially closed because of severe weather.

WKU New Employees

The Personnel File would like to welcome the following new employees. We hope your experience here will be personally and professionally rewarding.

Charles Brooks—Postal Services, postal services clerk

Sara Bryant—Library Public Services, library assistant III

Patricia Hodges—Library Public Services, associate professor

Roberta Parrigin—Food Services, cook helper

Donald Pennington—Physical Plant, building services attendant

Marilyn Thompson—Physical Plant, building services attendant

Notify Payroll if Address Changes

To insure that W-2 forms (employee year-end tax statement) are mailed to the correct address, the payroll office should be notified of all address changes by January 15th of each year. If this office does not have a correct mailing address, this will result in a delay in the employee receiving a W-2 form. If you have a change of address, please call 745-2073.



Employees Promoted

The Personnel File would like to offer congratulations to the following employees who were recently promoted:

Rosalie Ashley—from building services attendant, Physical Plant, to recorder, Registrar's Office

Gabriel Buntzman—from instructor to assistant professor, Management and Marketing

M. Belle Chandler—from payroll staff assistant to assistant director of Personnel Services for payroll management.

Department of Music Trains Teachers and Professionals

According to the 1983-1985 *Western Kentucky University Bulletin*, "The Department of Music is engaged in the education and training of professional musicians and teachers of music."

Although this may be an appropriate statement of function, it hardly reflects the sincerity, enthusiasm and comradery that exists between the Music department's faculty and students in the pursuit of excellence.

The faculty/student ratio in the Music department is one of the lowest ratios on campus. Dr. Wayne Hobbs, who is head of the Department of Music, said the ten to one ratio is good, but may give the wrong impression.

"In our music appreciation courses, there might be as many as 75 students in one class making the ratio 75 to 1, but then there are the private lessons given by our faculty, where the ratio would then be one to one."

Like other departments on campus, the Department of Music performs the administrative duties of pre-registration, dropping and adding students and the scheduling of staff. But the department also performs duties that are exclusive to their discipline, such as scheduling private lessons and conducting competency auditions for new majors. The Department of Music also executes a strong public service program.

There are 150 music majors enrolled at Western. Each week these students not only have private lessons but are also required to put in several hours of practice. The scheduling of the 28 practice rooms to accommodate the needs of the students is a very disciplined art in itself.

To determine their level of achievement, all incoming music majors are required to audition on their instruments or with their voice to determine their level of achievement.

The Department of Music has a very large and active public service mission and works closely with public schools—elementary to high school. Several faculty members donate their time to these schools and serve as adjudicators, clinicians or directors. Students as well as faculty travel to many schools to perform. The department also hosts a number of festivals on campus for junior high and high school students. Several thousand students come each year.



The Chamber Singers was one of three American choruses to be chosen to participate in the International St. Moritz Music Festival.

"Public service is important for any faculty member," said Dr. Hobbs. "But I feel our department does this on a much larger scale."

The execution of the public service program not only benefits the schools but also allows the Music department to spot talented youth.

"This department actively recruits high school graduates more so than any department on campus, save the athletic department," Dr. Hobbs said. "You go after an oboist like you would go after a quarterback or a 7-foot center."

The recruiting is apparently successful. Where some state schools have experienced a decline in music major enrollments, Western has maintained a steady influx of new students. Dr. Hobbs feels that the music festivals held on the campus and the campus itself are two important drawing cards.

"We have one of the most attractive campuses in the state. We try to get students on campus and get them acquainted with Western so they will feel more at home in their selection of a college," Dr. Hobbs said.

The Music department also awards Grants-in-Aid to students based on their ability. Auditions are held from

January to March for Grants-in-Aid for the following fall semester.

From these many talented students, performing groups are formed. These groups not only have won many awards and honors but also serve as ambassadors for Western. The Choral Union, the Jazz Band, the Brass Choir, the Concert Band, the Early Music Ensemble, the Guitar Ensemble and the Big Red Marching Band are just a few of these groups.

Another group, the Chamber Singers, won a national competition and as a result were invited to perform at the International St. Moritz Music Festival. They were one of three American choruses to be chosen. A Western television crew traveled with the Chamber Singers and the tour will be broadcast soon.

The awards and honors won by these groups not only reflect the talents of the students, but also reflect the dedication and professional and teaching ability of the faculty.

"We have a very excellent and versatile faculty. We have experienced public school teachers as well as experienced professionals who have performed in the finest centers in the world," Dr. Hobbs said.

Employees:

Are you having the right amount of Federal tax withheld?



Every payday your employer uses the information on the Form W-4 you completed to determine how much Federal income tax to withhold from your pay. Your employer uses the number of withholding allowances you claim on the Form W-4 to figure the amount of tax to withhold. So it is important to keep your Form W-4 up-to-date to reflect any changes in your withholding allowances.

The more withholding allowances you claim, the less tax is withheld from your pay.

The fewer allowances you claim, the more tax is withheld.

The instructions on Form W-4 explain how to figure the withholding allowances you are entitled to claim. File a new Form W-4 with your employer if necessary. You can get Form W-4 from your employer.

You should check the number of your allowances if:

- ▶ Your marital status changes.
- ▶ Your dependent is born or dies.
- ▶ You begin or stop supporting a dependent.
- ▶ You or your spouse becomes 65 years old or blind.
- ▶ Your eligibility for the "special withholding allowance" changes.
- ▶ Your eligibility for additional withholding allowances for credits or deductions changes.

If the number of allowances you are entitled to claim **INCREASES**, you may file a new Form W-4 at any time.

If the number of allowances you are entitled to claim **DECREASES** to less than the number you are now claiming, you must file a new Form W-4 within 10 days of the change.

You can estimate your taxes for the year by using the worksheet in Form 1040-ES, Estimated Tax for Individuals. Then you can decide whether to change the number of withholding allowances you are claiming so you can have less tax or more tax withheld.

IF YOU WANT MORE TAX WITHHELD, you can claim fewer or zero allowances, or ask your employer to withhold more tax, or both. If you are married, you may also check the box "Married, but withhold at higher Single rate" on Form W-4. You probably will need to have more tax withheld if both you and your spouse are employed, or if you have more than one job.

IF YOU WANT LESS TAX WITHHELD, you should claim all the allowances you are entitled to. However, if you work for more than one employer, you may not claim the same allowances with each one. If both you and your spouse are employed, you can divide allowances between you, but both cannot claim the same allowances.

If you are eligible, you may claim any of the following withholding allowances:

- ▶ The "special withholding allowance" if you are single with one employer, or married with one employer and your spouse is not employed. You may still claim this allowance so long as the total

wages earned on other jobs by you or your spouse (or both) is 10% or less of the combined total wages.

- ▶ Allowances for estimated itemized deductions.
- ▶ Allowances for estimated tax credits such as the earned income credit, credit for child and dependent care expenses, credit for the elderly, and residential energy credits.
- ▶ Allowances for income averaging.
- ▶ Allowances for alimony payments and the deduction for two-earner married couples.
- ▶ Allowances for moving expenses and employee business expenses.
- ▶ Allowances for qualified retirement contributions such as to an Individual Retirement Arrangement (IRA) and net losses on Schedules C, D, E, and F of Form 1040.

SEE THE INSTRUCTIONS ON FORM W-4 FOR MORE DETAILS.

These allowances are used only to figure your withholding tax. Do not claim them as "Exemptions" when you file your tax return.

If you expect to owe no taxes for 1984 and owed none for 1983, you may claim "exempt" status. This means that no Federal income tax is withheld from your pay. (Your employer must still withhold social security tax, if applicable.) If you want to claim this exemption, write "Exempt" on the appropriate line of the Form W-4 you file with your employer. You must file a new Form W-4 with your employer for each year you claim exemption.

If you began working during the year after a period of unemployment, too much tax may be withheld from your pay. To avoid this, ask your employer to use the "part-year" method of withholding for the rest of the year.

If your name, address, or social security number is incorrect on your employer's records, please ask your employer to make the necessary correction.

IF YOU CHANGE YOUR NAME, please contact the nearest Social Security Administration office as soon as possible. You must furnish evidence of your old and new names to get an updated social security card with your new name on it.

See **Publication 505, Tax Withholding and Estimated Tax**, for more information about withholding.

Note: If your wages significantly increase or decrease during the year, your income tax withholding may not be close to your tax liability at the end of the year. In this situation, you should review your withholding and file a new Form W-4. (The latest revision of Form W-4 is dated January 1983. However, IRS plans to revise Form W-4 and issue a new revision by January 1984.)

Commissioner of Internal Revenue
Publication 213 (Revised July 1983)

Department of the Treasury
Internal Revenue Service

Employer:

Please post or publish this Bulletin Board Poster so that your employees will see it.

Please indicate where forms and information on this subject are available.

Beard Coordinates Robotic Studies

According to William A. Beard, associate professor in the Industrial Engineering Technology department, one of the most important things a teacher can do is teach his students how to learn on their own without a teacher looking over their shoulder.

It takes a person with special characteristics to be able to inspire his students to have this zeal to learn. Mr. Beard is such a person. He feels that learning is a two-fold experience.

"The Industrial Engineering Technology department is sometimes referred to as a vocational school where students learn a skill in order to earn a living," Mr. Beard said. "But we hope that students, through the broad educational base offered here, learn how to live."

Before coming to Western in 1969, Mr. Beard worked for 20 years in the industrial field. He has served as a plant manager, a plant superintendent, an engineering consultant and an equipment designer. He received his Bachelor of Science degree in Mechanical Engineering from the University of Arkansas, his Master's degree in Business Administration from Harvard and is a candidate for an Educational Doctorate degree from the University of Kentucky.

He and his wife, Rosamond, live in Bowling Green and have a daughter, Karen, and a son, Len, who graduated from Western and is currently an engineer for B. F. Goodrich.

One of the courses Mr. Beard teaches is robotics, which he defines as a computer-driven machine. There



William Beard works at keyboard as associate professor L. H. Hardy looks on.

are between 6,000 to 7,000 robots in use now in the United States. Mr. Beard predicts by the year 1990, there will be 100,000 robots in use.

"Robots are part of an automation program which is a continuation of the progress made during the last 100 years...from mechanization to industrialization to automation," Mr. Beard said.

Mr. Beard said what intrigues and frightens people is our tendency to give robots human attributes. "When you get a machine that can mimic human action, it concerns people because they think they will be replaced."

But the jobs the robots will do, according to Mr. Beard, are the "dull,

monotonous and dangerous jobs" that people do not like to do, thus leaving them free to do more challenging work.

"The word robot comes from a Czechoslovakian word, *robotika*, which means servant or worker. Robots can be our servants and help us...and I think they will," Mr. Beard said.

Of course, change does not come without problems, but Mr. Beard feels more problems will arise if we do not make this change.

"In Japan, workers accept robots as fellow workers. They give them names and even bow to them before leaving for lunch," Mr. Beard said. "Surprisingly, this is true in the United States in some instances."

Mr. Beard stated the best part of a man is his brain, not his brawn. Perhaps with the knowledge of how the robot uses its "brawn," individuals can dispel the "Frankenstein" image and make effective functional use of these computer driven "servants."

December Spotlights from Western's History

The following information was taken from copies of *The College Heights Herald*.

55 Years Ago

"Naughty Marietta" was performed December 15th in the Teachers College Auditorium.

40 Years Ago

The Herald spotlighted Western's first publication, *The Elevator*, which asked the question, "Going Up?" The monthly newsletter, first printed in 1909, was issued by the student body of Western Kentucky State Normal School.

30 Years Ago

The Hilltoppers were ranked seventh in the nation. Their record was 5-0 going into Christmas break. They were averaging 94.5 points per game.

10 Years Ago

Author, director of Western Players and professor of speech and theatre, Dr. Russell H. Miller, died on November 24th after twenty years of service to the University and surrounding areas.

United Way Up 24%

The United Way Campaign for Western has now been completed. Faculty and staff are to be commended for contributing \$25,918 this year, which is an increase of \$5,018 (24%) over last year's total. Special appreciation is directed to the various faculty and staff personnel who served as captains and leaders in this year's drive.

Seasons Greetings from Personnel Services

Best wishes are extended to you and your family during this joyous holiday season from:

Department of Personnel Services

Jim Tomes, director
Belle Dale, assistant director
Beile Chandler, assistant director
Ivy Roberson, senior personnel specialist
Betty Flener, benefits specialist
Shirley Schoon, personnel specialist
Georgia Powell, senior payroll clerk
Marlene Durham, payroll clerk
Denise Eidson, senior administrative secretary
Colette Hardy, personnel clerk
Geneva Ray, personnel intern
Judy Belcher, graduate intern
Lydia Dorman, graduate intern
Lori Fox, student worker
Janey Hall, student worker
Matt Pruitt, student worker
Dallas Terry, student worker

Administration Building Mailroom

Winnia Palmer, senior mailroom clerk
Lisa Kirby, mailroom clerk

College Heights Post Office

Emily Kitchens, post office manager
Charles Brooks, postal services clerk
Pat Balanger, student worker
Mike Brunner, student worker
Greg Dunn, student worker
Ken Lowe, student worker
Scott Lucas, student worker
Tom Matingly, student worker
Dan Quire, student worker
Tim Snider, student worker



(Time Management continued)

Service Anniversaries

The following Western employees celebrated service anniversaries in December. *The Personnel File* would like to offer congratulations to each employee.

15 Years

Blanche Parrent—Mrs. Parrent has worked for the Division of Library Services since coming to the University in 1968. Her current position is library assistant IV.

Paul Underhill—Mr. Underhill works in the Physical Plant department. His present position is senior carpenter. Prior to this position, he also worked as a concrete finisher and custodian.

10 Years

Harold Libby—Mr. Libby, who works in the Physical Plant department, was promoted to his present position as building services group leader in July 1977.

Anise White—Mrs. White has worked in the Physical Plant department as a building services attendant since coming to the University in 1973.

Chesterton writes, "One of the great disadvantages of hurry is that it takes such a long time." A little attention to one task and a little attention to another task puts us in a hurry and ultimately takes longer—causing time problems. The TO DO list plan will help solve the time problems which invariably come from trying to do more than one task at a time and not giving full attention to the completion of the one task. Cervantes said, "There is a time for some things, a time for great things, and a time for small things." The TO DO listing of what to do, when to do it, and an allotment of time for each places time in this perspective.

The three-week rule can be implemented to form the habit of using TO DO lists. The three-week rule is that habits can be learned in three weeks if continually practiced. People who have used this rule have been successful in either acquiring habits or breaking habits. Practice the use of the TO DO lists every day for three weeks. At the end of the three weeks, the TO DO lists will be an established way of organizing your time. Each day will bring some accomplishments, and these accomplishments will be the energizing factor to encourage you to be more productive the next day. You can join the group which floats merrily along with 168 hours a week providing adequate time for you to perform necessary tasks each day and have time left over for achieving new goals.

(This article was prepared by Peggy Keck, who is a professor in the Department of Administrative Office Systems. Ms. Keck also conducts seminars on Time Management, Information Management, and Money Management, and administrative support managers and secretaries.)

Retirement Contributions are Tax Deferred

Retirement contributions to the Kentucky Teachers' Retirement System and the Kentucky Employees Retirement Systems are tax deferred until the member retires.

W-2 forms issued in January will indicate, in block 16, the amount of contributions deferred. Block 10 and block 18 on the W-2 form will indicate actual wages, not total wages earned, subject to federal and state tax.

which is the basis for success. In planning to take advantage of opportunities, the TO DO list idea is useful. Successful executives say they never leave the work place without a TO DO list for the next day, and consultants in time management recommend the writing of a TO DO list at the end of every day. They believe people achieve more, whether at home or work, if they have TO DO lists. TO DO lists are always in writing and have activities sequenced into some type of priority arrangement. Thus, the starting point for organizing time is the TO DO list.

Next in the organization of time is the application of the 80-20 rule of efficiency. The 80-20 rule is that if TO DO tasks are arranged in order of value, 80 percent of the value would come from only 20 percent of the tasks. In other words, if you have 10 tasks to accomplish on your list, doing two of the tasks will yield most of the value. So once you think through the activities of the day, you need to put them in an ABC priority listing, with the A items being the items of value. This priority sequence helps you know the difference between motion for the day and direction for the day. ABC Priority TO DO lists help you become aware of time allocations, and within these time allocations comes another realization. The more time spent planning what to do, the less total time is required to do that task. You have enlarged your day's time frame without creating any extra time.