

MINUTES OF THE HOUSE KANSAS 2000 SELECT COMMITTEE.

The meeting was called to order by Chairperson Kenny Wilk at 1:30 p.m. on January 13, 1999 in Room 526-S of the Capitol.

All members were present except:

Committee staff present: Alan Conroy, Legislative Research Department
Leah Robinson, Legislative Research Department
Paul West, Legislative Research Department
Jim Wilson, Revisor of Statutes
Janet Mosser, Secretary

Conferees appearing before the committee: Bobbi Mariani, Assistant Director, Division of Personnel Services, Department of Administration

Others attending: See attached list

Bobbi Mariani, Assistant Director, Division of Personnel Services, Department of Administration, provided information in follow-up to questions at the January 12, 1999 meeting on the Fiscal Year 1997 Work Force Report and the Regents classified and unclassified employees (**Attachment 1**). Ms. Mariani then gave a presentation on the Kansas Performance Review System (**Attachment 2**) and the Kansas Classified Pay Plan (**Attachment 3**).

Chairperson Wilk adjourned the meeting at 3:00 p.m.

The next meeting is scheduled for January 19, 1999.

KANSAS 2000 SELECT COMMITTEE GUEST LIST

DATE: 1-13-99

NAME	REPRESENTING
Dick Koerth	KDWP
Ler Hughes	D of A
Linda Kraus	KOOC
Dennis Peerenboom	DEPT. OF Ag.
Angela Castardo	Dept of Ag.
PAUL WILSON	KAPE
Keith Haxton	SEAK
B. Manon	Dept of Adm.
Larol Lehman	L.V. Co Cooperative
Liz Messinger	" " "
Bill Henry	Ks Governmental Consulty

**REGENTS CLASSIFIED AND UNCLASSIFIED EMPLOYEES
on 6-30-98**

Agency #	Institution	Classified	Unclassified	Total
246	Fort Hays State University	287	300	587
367	Kansas State University	1736	2010	3746
379	Emporia State University	297	384	681
385	Pittsburg State University	288	402	690
682	University of Kansas	1517	2563	4080
683	KU Medical Center *	1456	3050	4506
715	Wichita State University	693	907	1600
Total Regents		6274	9616	15890
Total all other agencies		19092	3379	22471

- 74% of all unclassified state employees were at Regents institutions
- 25% of all classified state employees were at Regents institutions
- 41% of all state employees (classified and unclassified) were at Regents institutions

* On 10-4-98, about 2,000 classified and unclassified employees at the KU Medical Center were terminated from state service due to implementation of the University of Kansas Hospital Authority Act, which placed the Hospital Program under the governance of the Authority (an independent public authority).

KANSAS PERFORMANCE REVIEW SYSTEM

Required for classified employees in the Executive Branch. (Agencies may, but are not required, to use Performance Review system for unclassified employees.)

K.A.R. 1-7-10

- Review the effectiveness of employees and ensure performance is consistent with basic performance principles and practices.
- Performance review completed by immediate supervisor or other qualified person.
- Required prior to end of probationary period and at least annually thereafter.
- Annual overall rating assigned – Exceptional, Satisfactory, or Unsatisfactory.
- Employee may appeal rating within established procedure.

Priority Outcomes

- Supervisor and employee negotiate priority outcomes at beginning of review period and at any time priority outcomes change. (Supervisor decision prevails in case of disagreement.)
- Focus on strategic programs, projects and processes requiring special attention.
- Results oriented, supported by quality principles, and establish a foundation for ongoing feedback and documentation.

Performance Feedback

- Categories below are a frame of reference for feedback on how well employee performs outcomes and tasks identified on position description, with distinctive categories for managers and non-managers.

Managers	Non-Managers
Organizational Perspective	Innovation & Change
Communication	Work Processes & Results
Leadership	Teamwork
Program, Project & Process Management	Self-Management
Human Resource Management & Development	
Innovation & Change	

- Measures not only what you get done, but how you get it done.
- Feedback sessions (recommended quarterly)

Discuss and assess Priority Outcomes Expected and any other assigned duties and responsibilities identified on position description.

Current Link to Pay

- Step increase eligibility based on annual rating

Unsatisfactory rating – ineligible

Satisfactory and *Exceptional* ratings - eligible for step increase, with no differentiation between the two ratings.

Performance Review Link Under a Performance-Based System

- Currently not designed for performance-based pay system where employees receive variable amounts based on level of performance rating. Focus is on employee development.
- Philosophy of assessing outcomes provides link to performance-based pay but technical changes would be required to be used as an evaluative tool for pay purposes.



EMPLOYEE REVIEW SYSTEM

EMPLOYEE NAME (Last, First, MI)	REVIEW PERIOD From: _____ To: _____
SOCIAL SECURITY NUMBER / EMPLOYEE ID	No. of Feedback Sessions: _____
AGENCY NAME AND NUMBER	REVIEW TYPE <input type="checkbox"/> Probationary <input type="checkbox"/> Recommend permanent status <input type="checkbox"/> Extend probationary status <input type="checkbox"/> Not recommended for permanent status <input type="checkbox"/> Annual <input type="checkbox"/> Special
CLASS TITLE AND CODE	
POSITION NUMBER	
EMPLOYEE SIGNATURE / DATE	
SUPERVISOR SIGNATURE / DATE	OVERALL RATING <input type="checkbox"/> Exceptional <input type="checkbox"/> Satisfactory <input type="checkbox"/> Unsatisfactory
REVIEWER SIGNATURE / DATE	

REVIEW SYSTEM INSTRUCTIONS

PURPOSE

The Employee Review System is a process to review the effectiveness of employees and ensure their performance is consistent with basic principles and practices identified in the performance feedback components of the Employee Review System. The review system has been designed to be an interactive and ongoing communication process between supervisors and employees.

OVERVIEW

The review system includes two components for reviewing performance: Priority Outcomes Expected and Performance Feedback. These components should be used in conjunction with each other rather than as stand alone documents. For example, when recommending actions on Priority Outcomes Expected, the Performance Feedback component can be used to focus on demonstrated strengths or to identify areas that need improvement. When used in this way, the components facilitate discussion and feedback between the supervisor and the employee and can be used as a performance review and counseling tool.

A review is required at least annually and prior to the end of a probationary period. However, it is recommended that the Employee Review System be used quarterly or as needed to provide feedback to the employee. Supervisors should initial and date the inside back cover of this form at each feedback session.

An Overall Rating must be assigned upon completion of a required review or a special review. Each time a rating is assigned, the completed review form must be signed by the employee, supervisor and reviewer. The original review form must be forwarded to the agency personnel office for filing in the employee's official personnel file. The supervisor and employee should retain a copy of the entire review form.

The employee and supervisor will start a new form at the beginning of the next review period. For Priority Outcomes Expected that continue beyond the end of a review period, the relevant pages may be photocopied and new "Progress Notes, Recommended Action and Results" may be continued on the photocopied page. Alternatively, a new page may be started at the beginning of the new review period using the photocopies for historical reference.

COMPONENT INSTRUCTIONS

PRIORITY OUTCOMES EXPECTED

The Priority Outcomes Expected component focuses on the vital few programs, projects and processes that require special attention during the review period.

At the beginning of each new review period, the supervisor and the employee will negotiate and identify Priority Outcomes that are expected for the upcoming review period. Use as many sheets as needed to identify Priority Outcomes. Additional Priority Outcomes may be added at any time during the review period. An outcome should be written in such a way that both parties understand its meaning and will know whether the outcome has been achieved. Normally, the focus should be on desired results. However, when important, process should also be noted. It may be useful to specify completion dates. While outcomes should be significant and challenging, they should also be realistic.

The supervisor and the employee should negotiate, document, sign and date each Priority Outcome as they are identified. In case of a disagreement, the supervisor's decision will prevail. Priority Outcomes may be revised or updated as necessary during the review period. Any change in Priority Outcomes Expected should be initialed and dated by both parties.

At the end of the review period, or as progress updates are needed, the supervisor and the employee should discuss and assess Priority Outcomes using the Performance Feedback component to guide the discussion. Progress and results on the Priority Outcome should be noted along with any recommended actions negotiated between the supervisor and the employee and should be initialed and dated by both parties.

PERFORMANCE FEEDBACK

The Performance Feedback component is based on performance principles and practices that employees in Kansas state government are expected to follow.

At each feedback session or review conference, the supervisor and the employee should discuss the employee's performance. This dialogue should be in context with Priority Outcomes Expected and any other assigned duties and responsibilities identified on the employee's position description.

Each aspect of employee performance is followed by indicators to consider when reviewing the employee's performance. The applicable boxes may be checked to highlight areas to be addressed. Additional relevant indicators may be added. Comments by the supervisor and the employee should be noted and dated. Specific examples of strengths and areas needing improvement should be discussed. Feedback that is well thought out and descriptive can help the employee focus on areas in need of development.

The Performance Feedback component includes:

Innovation and Change
Work Processes and Results

Teamwork
Self-Management

OVERALL RATINGS

General guidelines for the three overall ratings are provided to help distinguish among the three levels of performance.

Exceptional employees promote and consistently apply the performance principles and practices highlighted on the Performance Feedback sheets. These employees frequently achieve the agreed upon Priority Outcomes Expected and the quality of the outcomes exceeds expectations.

Satisfactory employees understand and apply the performance principles and practices highlighted on the Performance Feedback sheets. These employees usually achieve the agreed upon Priority Outcomes Expected and the quality of the outcomes meets expectations.

Unsatisfactory employees do not apply or flagrantly disregard the performance principles and practices highlighted on the Performance Feedback sheets. These employees repeatedly do not achieve the agreed upon Priority Outcomes Expected or the quality of the outcomes frequently does not meet expectations.

PRIORITY OUTCOMES EXPECTED

PRIORITY OUTCOME

Supervisor Signature

Date

Employee Signature

Date

Progress Notes, Recommended Action and Results:

Progress Notes, Recommended Action and Results

PERFORMANCE FEEDBACK FOR EMPLOYEES

2-7

Employee Name: _____

INNOVATION AND CHANGE	Advice and Comments by Supervisor and Employee:
<ul style="list-style-type: none"><input type="checkbox"/> Uses creative and innovative thinking to contribute to organizational and individual objectives<input type="checkbox"/> Identifies, shares and is receptive to new ideas<input type="checkbox"/> Adapts to new situations<input type="checkbox"/> Looks for opportunities to continuously improve work processes<input type="checkbox"/> Acts on opportunities to improve work processes<input type="checkbox"/> Helps others overcome resistance to change	<p style="text-align: center;">Additional advice and comments may be attached on separate paper. Initial and date each entry.</p>
WORK PROCESSES AND RESULTS	Advice and Comments by Supervisor and Employee:
<ul style="list-style-type: none"><input type="checkbox"/> Provides work products and services that consistently meet the needs and expectations of both internal and external customers<input type="checkbox"/> Uses customer satisfaction as a key measure for quality<input type="checkbox"/> Uses appropriate problem solving methods to improve processes<input type="checkbox"/> Collects, evaluates and integrates relevant information to make decisions<input type="checkbox"/> Sets and adheres to priorities<input type="checkbox"/> Meets established productivity standards, deadlines and work schedules<input type="checkbox"/> Accomplishes accurate work with minimal assistance or supervision<input type="checkbox"/> Applies technical knowledge to achieve results<input type="checkbox"/> Pursues efficiency and economy when using resources<input type="checkbox"/> Demonstrates an understanding of the benefits of teamwork	<p style="text-align: center;">Additional advice and comments may be attached on separate paper. Initial and date each entry.</p>

PERFORMANCE FEEDBACK FOR EMPLOYEES

2-8

TEAMWORK	Advice and Comments by Supervisor and Employee:
<ul style="list-style-type: none"> <input type="checkbox"/> Understands, supports and focuses on the vision, mission, goals and objectives of the organization and team <input type="checkbox"/> Promotes and demonstrates trust, mutual respect and a cooperative work environment <input type="checkbox"/> Offers assistance to others <input type="checkbox"/> Encourages and recognizes the contributions of others <input type="checkbox"/> Views the success of the organization and the team as more important than individual needs and desires <input type="checkbox"/> Contributes to the development, cohesion and productivity of the team <input type="checkbox"/> Promotes cooperation, communication and coordination within the agency, other agencies and the public <input type="checkbox"/> Shares appropriate information internally and externally <input type="checkbox"/> Supports teamwork through open and honest communication 	<p>Additional advice and comments may be attached on separate paper. Initial and date each entry.</p>
SELF-MANAGEMENT	Advice and Comments by Supervisor and Employee:
<ul style="list-style-type: none"> <input type="checkbox"/> Exhibits initiative and action in improving knowledge and skills <input type="checkbox"/> Seeks and assumes additional responsibilities <input type="checkbox"/> Arrives at work on time <input type="checkbox"/> Attends work regularly <input type="checkbox"/> Makes efficient use of work time <input type="checkbox"/> Follows rules and procedures <input type="checkbox"/> Works in a safe manner <input type="checkbox"/> Uses and maintains equipment properly <input type="checkbox"/> Exhibits integrity and honesty <input type="checkbox"/> Demonstrates sensitivity to public attitudes and concerns <input type="checkbox"/> Gives and accepts constructive feedback <input type="checkbox"/> Works effectively and objectively in a diverse work environment <input type="checkbox"/> Focuses on the situation, issue or behavior rather than on the person <input type="checkbox"/> Supports cultural diversity in the workplace 	<p>Additional advice and comments may be attached on separate paper. Initial and date each entry.</p>

EMPLOYEE REVIEW SYSTEM

FEEDBACK LOG

Supervisors should initial and date after each feedback session. At the end of the review period, these should be counted and recorded on the front sheet.

Initial

Date

Initial

Date

STATE OF KANSAS
Department of Administration
Division of Personnel Services
Landon State Office Building, 900 SW Jackson
Topeka, Kansas 66612-1251



MANAGER REVIEW SYSTEM

MANAGERIAL EMPLOYEE NAME (Last, First, MI)	REVIEW PERIOD From: _____ To: _____
SOCIAL SECURITY NUMBER / EMPLOYEE ID	No. of Feedback Sessions: _____
AGENCY NAME AND NUMBER	REVIEW TYPE <input type="checkbox"/> Probationary <input type="checkbox"/> Recommend permanent status <input type="checkbox"/> Extend probationary status <input type="checkbox"/> Not recommended for permanent status <input type="checkbox"/> Annual <input type="checkbox"/> Special
CLASS TITLE AND CODE	
POSITION NUMBER	
MANAGERIAL EMPLOYEE SIGNATURE / DATE	
SUPERVISOR SIGNATURE / DATE	OVERALL RATING <input type="checkbox"/> Exceptional <input type="checkbox"/> Satisfactory <input type="checkbox"/> Unsatisfactory
REVIEWER SIGNATURE / DATE	

REVIEW SYSTEM INSTRUCTIONS

PURPOSE

The Manager Review System is a process to review the effectiveness of managerial employees and ensure their performance is consistent with basic management principles and practices identified in the performance feedback components of the Manager Review System. The review system has been designed to be an interactive and ongoing communication process between supervisors and managerial employees who report to them.

OVERVIEW

The review system includes two components for reviewing performance: Priority Outcomes Expected and Performance Feedback. These components should be used in conjunction with each other rather than as stand alone documents. For example, when recommending actions on Priority Outcomes Expected, the Performance Feedback component can be used to focus on demonstrated managerial strengths or to identify areas that need improvement. When used in this way, the components facilitate discussion and feedback between the supervisor and the managerial employee and can be used as a performance review and counseling tool.

A review is required at least annually and prior to the end of a probationary period. However, it is recommended that the Manager Review System be used quarterly or as needed to provide feedback to the managerial employee. Supervisors should initial and date the inside back cover of this form at each feedback session.

An Overall Rating must be assigned upon completion of a required review or a special review. Each time a rating is assigned, the completed review form must be signed by the managerial employee, supervisor and reviewer. The original review form must be forwarded to the agency personnel office for filing in the managerial employee's official personnel file. The supervisor and managerial employee should retain a copy of the entire review form.

The managerial employee and supervisor will start a new form at the beginning of the next review period. For Priority Outcomes Expected that continue beyond the end of a review period, the relevant pages may be photocopied and new "Progress Notes, Recommended Action and Results" may be continued on the photocopied page. Alternatively, a new page may be started at the beginning of the new review period using the photocopies for historical reference.

COMPONENT INSTRUCTIONS

PRIORITY OUTCOMES EXPECTED

The Priority Outcomes Expected component focuses on the vital few programs, projects and processes that require special attention during the review period.

At the beginning of each new review period, the supervisor and the managerial employee will negotiate and identify Priority Outcomes that are expected for the upcoming review period. Use as many sheets as needed to identify Priority Outcomes. Additional Priority Outcomes may be added at any time during the review period. An outcome should be written in such a way that both parties understand its meaning and will know whether the outcome has been achieved. Normally, the focus should be on desired results. However, when important, process should also be noted. It may be useful to specify completion dates. While outcomes should be significant and challenging, they should also be realistic.

The supervisor and the managerial employee should negotiate, document, sign and date each Priority Outcome as they are identified. In case of a disagreement, the supervisor's decision will prevail. Priority Outcomes may be revised or updated as necessary during the review period. Any change in Priority Outcomes Expected should be initialed and dated by both parties.

At the end of the review period, or as progress updates are needed, the supervisor and the managerial employee should discuss and assess Priority Outcomes using the Performance Feedback component to guide the discussion. Progress and results on the Priority Outcome should be noted along with any recommended actions negotiated between the supervisor and the managerial employee and should be initialed and dated by both parties.

PERFORMANCE FEEDBACK

The Performance Feedback component is based on management principles and practices that managerial employees in Kansas state government are expected to follow.

At each feedback session or review conference, the supervisor and the managerial employee should discuss the employee's performance as a manager. This dialogue should be in context with Priority Outcomes Expected and any other assigned duties and responsibilities identified on the managerial employee's position description.

Each aspect of managerial performance is followed by indicators to consider when reviewing the employee's performance as a manager. Additional relevant indicators may be added. Comments by the supervisor and the managerial employee should be noted and dated. Specific examples of strengths and areas needing improvement should be discussed. Feedback that is well thought out and descriptive can help the managerial employee focus on areas in need of development.

The Performance Feedback component includes:

Organizational Perspective
Communication
Leadership

Program, Project and Process Management
Human Resource Management and Development
Innovation and Change

OVERALL RATINGS

General guidelines for the three overall ratings are provided to help distinguish among the three levels of performance.

Exceptional managerial employees promote and consistently apply the management principles and practices listed on the Performance Feedback sheets. These managerial employees frequently achieve the agreed upon Priority Outcomes Expected and the quality of the outcomes exceeds expectations.

Satisfactory managerial employees understand and apply the management principles and practices listed on the Performance Feedback sheets. These managerial employees usually achieve the agreed upon Priority Outcomes Expected and the quality of the outcomes meets expectations.

Unsatisfactory managerial employees do not apply or flagrantly disregard the management principles and practices listed on the Performance Feedback sheets. These managerial employees repeatedly do not achieve the agreed upon Priority Outcomes Expected or the quality of the outcomes frequently does not meet expectations.

PRIORITY OUTCOMES EXPECTED

PRIORITY OUTCOME

Supervisor Signature

Date

Managerial Employee Signature

Date

Progress Notes, Recommended Action and Results:

Progress Notes, Recommended Action and Results

PERFORMANCE FEEDBACK FOR MANAGERS

ORGANIZATIONAL PERSPECTIVE

- ▶ Promotes, supports and focuses on the vision, mission, goals and objectives of the organization
- ▶ Analyzes final impact of a decision on the total organization
- ▶ Sets priorities to meet organizational goals
- ▶ Encourages cooperation, communication and coordination within the agency, other agencies and the public
- ▶ Demonstrates sensitivity to public attitudes and concerns

Advice and Comments by Supervisor and Managerial Employee:

Additional space is provided on the back for advice and comments. Initial and date each entry.

Advice and Comments by Supervisor and Managerial Employee:

PERFORMANCE FEEDBACK FOR MANAGERS

INNOVATION AND CHANGE

- ▶ Effectively introduces and operationalizes new methods, procedures and organizational relationships
- ▶ Identifies worthwhile ideas and generates a favorable climate for implementation
- ▶ Understands and cultivates relationships with those who have a vested interest in the outcome
- ▶ Uses creative and innovative thinking to contribute to organizational and individual objectives
- ▶ Identifies, shares and is receptive to new ideas
- ▶ Adapts to new situations
- ▶ Helps others overcome resistance to change
- ▶ Creates a supportive environment that reinforces continuous improvement, creative thinking and change

Advice and Comments by Supervisor and Managerial Employee:

Additional space is provided on the back for advice and comments. Initial and date each entry.

Advice and Comments by Supervisor and Managerial Employee:

PERFORMANCE FEEDBACK FOR MANAGERS**HUMAN RESOURCE MANAGEMENT AND DEVELOPMENT**

- ▶ Manages effectively and objectively in a diverse work environment
- ▶ Provides growth and development opportunities to employees through a combination of work assignments, in-service training and outside developmental programs and experiences
- ▶ Rewards and recognizes individual and team successes
- ▶ Provides timely information on performance indicators and gives frequent feedback
- ▶ Acts forthrightly in response to unacceptable behavior or performance
- ▶ Promotes employee safety and wellness
- ▶ Selects employees who demonstrate a willingness to accept responsibility and desire personal growth
- ▶ Promotes cultural diversity in the workplace

Advice and Comments by Supervisor and Managerial Employee:

Additional space is provided on the back for advice and comments. Initial and date each entry.

Advice and Comments by Supervisor and Managerial Employee:

PERFORMANCE FEEDBACK FOR MANAGERS

COMMUNICATION

- ▶ Selects, organizes and presents information effectively
- ▶ Adapts communication to diverse audiences
- ▶ Presents new ideas effectively and gains the support of others
- ▶ Establishes and maintains effective communication with internal and external customers
- ▶ Shares appropriate information internally and externally
- ▶ Listens to others and responds with appropriate, clear and specific feedback
- ▶ Facilitates teamwork through open and honest communication
- ▶ Demonstrates a willingness to negotiate and seek consensus
- ▶ Focuses on the situation, issue or behavior rather than the person
- ▶ Encourages and recognizes the contributions of others

Advice and Comments by Supervisor and Managerial Employee:

Additional space is provided on the back for advice and comments. Initial and date each entry.

Advice and Comments by Supervisor and Managerial Employee:

PERFORMANCE FEEDBACK FOR MANAGERS

LEADERSHIP

- ▶ Demonstrates initiative, persistence and courage in meeting organizational goals
- ▶ Exhibits integrity and honesty
- ▶ Is dependable and loyal
- ▶ Promotes teamwork, trust and a cooperative work environment
- ▶ Views the success of the organization and team as more important than individual needs and desires
- ▶ Empowers employees by delegating responsibility and authority to lowest level possible
- ▶ Resolves differences and seeks win/win outcomes
- ▶ Demonstrates sensitivity to individual differences and promotes mutual respect of others
- ▶ Contributes to the development, cohesion and productivity of the team
- ▶ Accepts ownership of outcomes
- ▶ Coaches and mentors
- ▶ Leads by example
- ▶ Provides opportunities for others to develop leadership skills

Advice and Comments by Supervisor and Managerial Employee

Additional space is provided on the back for advice and comments. Initial and date each entry.

Advice and Comments by Supervisor and Managerial Employee:

PERFORMANCE FEEDBACK FOR MANAGERS

PROGRAM, PROJECT AND PROCESS MANAGEMENT

- ▶ Sets clear and reasonable goals and objectives based on the vision and mission of the organization and develops effective strategies and plans to meet those goals and objectives
- ▶ Demonstrates the courage to take action when outcomes are uncertain
- ▶ Accepts responsibility for decisions
- ▶ Involves employees in problem solving and decision making
- ▶ Ensures that work products and services consistently meet the needs and expectations of internal and external customers
- ▶ Uses customer satisfaction as a key measure for quality
- ▶ Uses appropriate problem solving methods to improve processes
- ▶ Anticipates problems and develops effective strategies to prevent or overcome them
- ▶ Identifies and removes barriers to continuous improvement
- ▶ Is well organized and uses time productively
- ▶ Identifies and provides appropriate resources

Advice and Comments by Supervisor and Managerial Employee:

Additional space is provided on the back for advice and comments. Initial and date each entry.

Advice and Comments by Supervisor and Managerial Employee:

**MANAGER REVIEW SYSTEM
FEEDBACK LOG**

Supervisors should initial and date after each feedback session. At the end of the review period, these should be counted and recorded on the front sheet.

<u>Initial</u>	<u>Date</u>	<u>Initial</u>	<u>Date</u>
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STATE OF KANSAS
Department of Administration
Division of Personnel Services
Landon State Office Building, 900 SW Jackson
Topeka, Kansas 66612-1251

BRIEF HISTORY OF KANSAS CLASSIFIED PAY PLAN

- Kansas essentially has had the same type of pay plan since the inception of the Civil Service Act (1941).
- This is a step and range plan in which every aspect of employee pay is controlled by regulation.
- The plan structure has been modified from time to time (1980, 1985, 1989, and 1993) by increasing or decreasing the number of step and ranges (or grades as they now are called), and by varying the percentages between steps and grades (see attached Summary of Modifications).
- Movement through pay grades has required satisfactory performance, but has been driven primarily by longevity. In 1980, variable step movement on the basis of performance was implemented, but was discontinued after one year.
- Classifications have been assigned to pay grades on the basis of market surveys, and these assignments have been reviewed and changed through classification and pay studies. The Comprehensive Classification and Job Rate Study (CCJRS) was the last major study of this type. The CCJRS was begun in 1984 and the final stage was implemented in 1994.
- The consulting firm of Fox Lawson & Associates was hired by the Legislature to study the pay plan in 1997, and submitted its report to the Legislative Coordinating Council (LCC) in July, 1997.
- At the request of the LCC, the Department of Administration (Division of Personnel Services) reviewed the Fox Lawson report and surveyed pay practices of other employers during the latter part of 1997, and in 1998. A report of the Department's findings were submitted to the LCC Chair, Senator Bond, in November, 1998.

SUMMARY OF MODIFICATIONS TO KANSAS CLASSIFIED PAY PLAN

1980

Step movement determined by performance evaluation:

- Unsatisfactory - No increase or 1-step decrease.
- Below Standard - No increase or 1-step decrease.
- Standard - No increase or 1-step increase.
- Above Standard - No increase, 1, or 2-step increase.
- Outstanding - No increase, 1, 2, or 3-step increase.

Percentages between ranges varied from 4% to 5%. Percentages between steps varied from 2.5% to 7.5%.

1985

The number of ranges were reduced from 42 to 34. The number of steps were reduced from 16 to 13.

Approximate spread between ranges was 5% and spread between steps was 2.5%.

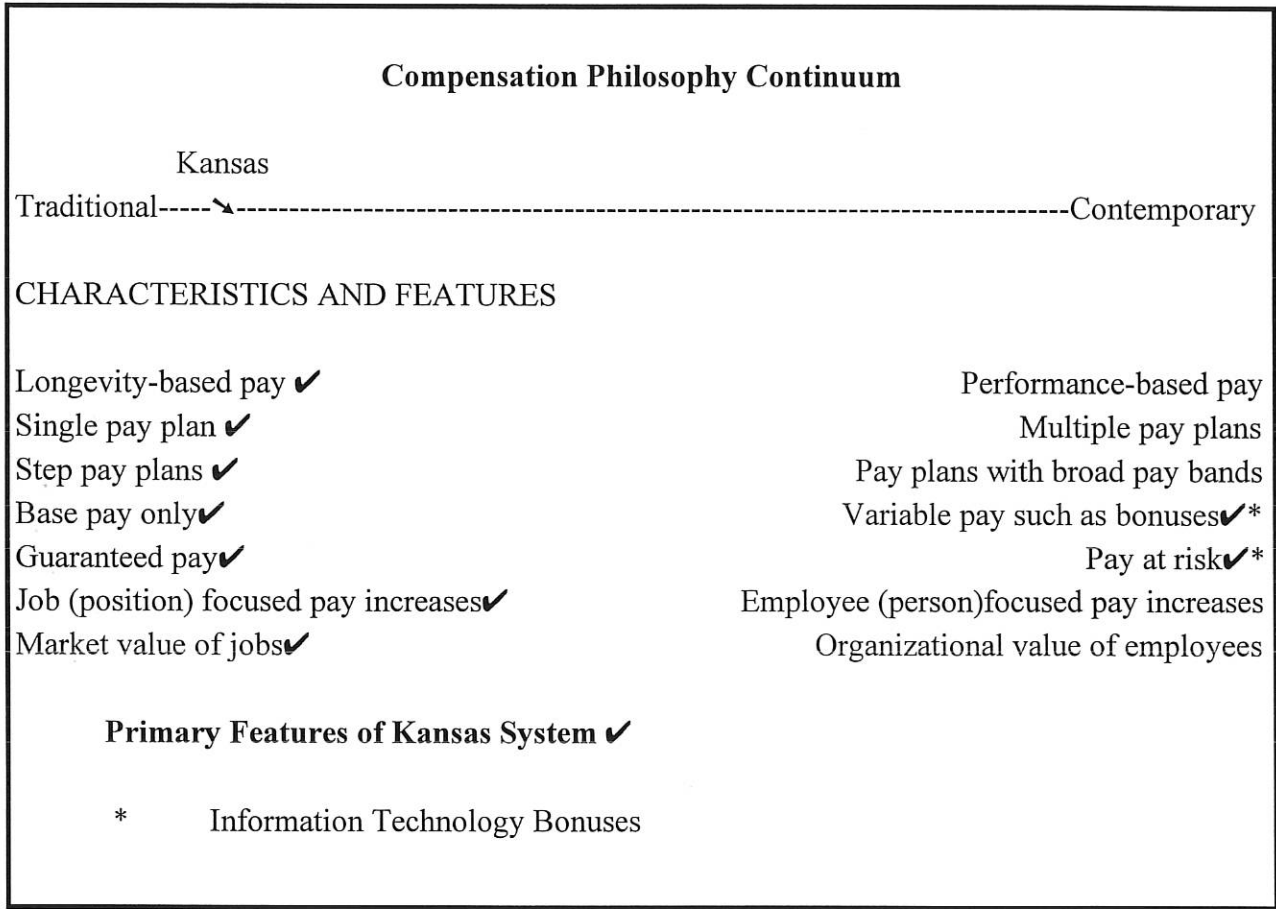
1989

Two steps were added to the pay plan.

1993

Two ranges were added to the pay plan.

CHARACTERISTICS OF KANSAS CLASSIFIED PAY PLAN



KANSAS CLASSIFIED PAY PLAN

Structural Characteristics

- 36 pay grades
- 15 steps per pay grade
- approximately 5% difference between pay grades
- approximately 2.5% difference between steps
- Step 5 is the designated market rate
- Approximately 40% spread between minimum and maximum

Step Movement Through Pay Grades

- Unless an employee has exceptional qualifications, there is a lack of eligible candidates available at the beginning rate of pay, or employees are rehired by reinstatement or reemployment, employees are typically hired on step 1 (beginning rate).
- Advancement to step 2 after six months of satisfactory performance
- Advancement to step 3 after an additional six months of satisfactory performance
- Advancement to additional steps occurs annually with satisfactory performance
- Advancement to market rate (step 5) after three years
- Advancement through entire pay grade after thirteen years (if begin at Step 1)
- Same for all classes; governed by regulation

Other Considerations

- Periodic general adjustments or COLA's are applied to each step of the matrix and are received by employees in addition to step movement.
- Some employees receive premium pays such as shift differential, call-in and call back pay, stand-by pay, pay for supervision of inmates, and overtime in addition to base pay reflected on the matrix.
- Eligible employees receive an annual longevity payment of \$40 for each year of service beginning after the tenth year of service (\$400), up to a maximum of \$1000 after twenty-five years of service.
- Information technology employees may receive bonuses based on approved, mission -critical, market-sensitive skills or project work.

PROFILE OF CLASSIFIED AND UNCLASSIFIED EMPLOYEES

FISCAL YEAR 1998

On June 30, 1998, there were...

25,366 Classified Employees

12,995 Unclassified Employees

The Average State Classified Employee...

is 44 years old

has 12 years of service

has a base pay of \$27,583

used 72.1 hours of sick leave

has a sick leave balance of 368.74 hours

used 121.3 hours of vacation leave

has a vacation leave balance of 115.9 hours

The Average Unclassified Employee...

is 45 years old

has 10 years of service

has a base pay of \$48,801

has a sick leave balance of 330.24 hours

has a vacation leave balance of 96.22 hours

The Average Longevity Bonus is \$699.89

DISTRIBUTION OF STEP INCREASE AND LONGEVITY FY 1999

Number of Classified State Employees	25,366
Percentage of Classified Employees With Unsatisfactory Performance Reviews	0.4% *
Number of Classified Employees on Last Step (Step 15) of Pay Plan	2,171
Number of Employees Above Pay Range	11
Number of Classified Employees Eligible for Step Increase but NOT Longevity	9,396 *
Number of Classified Employees Eligible for Step Increase AND Longevity	8,245 *
Number of Classified Employees NOT Eligible for Step Increase, but get Longevity	1,632 *
Number of Classified Employees NOT Eligible for Step Increase or Longevity	70*

* Regular Employees, Excludes regents Classified Employees, effective 6/30/1998

NUMBER OF REGULAR CLASSIFIED EMPLOYEES BY PAY GRADE & STEP

3-7

Grade	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10	Step 11	Step 12	Step 13	Step 14	Step 15	TOTAL
5	9	0	0	0	0	0	0	0	0	0	0	0	0	0	0	14
6	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	6
7	9	7	2	5	7	2	0	3	2	1	5	10	4	3	26	93
8	6	0	1	1	0	0	0	2	1	0	1	1	1	1	4	27
9	88	33	52	34	41	36	35	36	18	34	64	95	8	15	45	643
10	78	24	21	7	30	4	3	3	5	3	5	3	7	1	13	217
11	103	69	94	50	49	31	45	56	42	27	61	56	41	100	111	946
12	34	10	23	9	37	18	28	6	20	11	17	25	5	1	25	281
13	195	112	170	90	96	102	84	76	84	93	98	73	128	136	166	1716
14	88	71	13	6	9	7	7	8	3	11	10	15	4	6	15	287
15	317	128	208	123	127	230	116	152	119	121	160	162	117	112	217	2424
16	63	73	192	131	137	114	102	71	120	92	133	314	121	54	167	1900
17	196	149	168	84	116	95	64	80	67	68	129	107	62	45	112	1559
18	75	54	121	84	97	92	99	118	96	86	93	144	104	69	157	1507
19	117	88	157	118	110	166	164	122	122	107	135	105	107	46	192	1875
20	31	10	31	15	18	45	45	36	23	23	21	19	13	35	50	435
21	80	60	133	70	71	353	104	85	88	68	85	99	61	53	64	1495
22	93	83	169	98	103	219	207	111	84	66	101	78	79	38	139	1690
23	31	31	71	39	56	49	75	45	47	90	49	46	27	22	115	816
24	59	57	115	74	61	148	106	77	67	68	77	49	53	58	83	1176
25	24	24	35	31	42	37	76	28	42	55	40	57	71	42	108	737
26	40	45	77	53	61	132	89	105	54	58	52	42	26	34	99	993
27	55	43	74	39	51	143	91	53	35	29	39	40	26	42	53	840
28	16	21	26	19	21	45	52	24	23	27	24	21	7	13	46	413
29	34	27	59	50	38	87	96	27	27	32	28	41	22	33	75	705
30	19	13	20	14	22	37	79	23	11	24	17	6	26	1	21	363
31	4	7	16	14	15	44	53	16	14	16	15	8	18	12	15	298
32	7	11	18	12	18	76	30	15	24	34	14	14	6	17	28	356
33	3	1	4	11	17	20	26	13	2	7	35	2	4	3	5	186
34	2	0	6	9	9	14	11	12	5	4	9	3	5	6	9	138
35	0	2	3	7	6	7	17	11	5	11	6	2	21	1	3	137
36	1	0	1	1	2	1	0	1	0	1	3	0	3	2	5	57
37	0	0	1	0	1	2	2	2	6	5	1	1	5	2	1	66
38	2	0	0	0	0	1	3	1	0	1	0	1	1	0	2	50
TOTAL	1879	1253	2081	1298	1468	2357	1909	1418	1256	1273	1527	1639	1183	1003	2171	23,715

Includes regular employees from all 3 pay plans

Department of Administration

Division of Personnel Services '1/13/1999

LISTING OF CLASSES
BY PAY GRADE

LISTING OF CLASSES BY PAY GRADE

\$2.55/hr.

Senior Companion
Foster Grandparent (Federal)

\$10.00/hr.

Seasonal Park Ranger

\$20.00/day

Travel Attendant

\$350/mo.

Hospital Trainee

Grade 5

Foster Grandparent (State)
Seasonal Worker I

Grade 6

Lifeguard
Seasonal Worker II

Grade 7

Laborer
Service Assistant

Grade 8

Automotive Driver

Grade 9

Custodial Worker
Food Service Worker
Keyboard Operator I, Trainee
Laundry Worker
Long-Term Care Worker
Office Assistant I
Seamstress I
Storekeeper I
Tourist Counselor I

Grade 10

Mental Health Trainee
Mental Retardation Trainee
Utility Worker

Grade 11

Baker
Barber
Cook
Cosmetologist
Custodial Crew Leader
Custodial Specialist
Data Entry Operator I
Extension Nutritional Assistant I
Keyboard Operator I
Meat Cutter
Mechanic's Helper
Office Assistant II
Park Attendant
Power Plant Operator I, Trainee
Printer I
Rehabilitation Support Worker I
Seamstress II

Grade 12

Data Control Technician I
Health Care Assistant
Mental Health Aide
Photographic Processor
Switchboard Operator I

Grade 13

Agricultural Assistant
Bookkeeper, Trainee
Collector I
Data Entry Operator II
Dietetic Technician
Extension Nutritional Assistant II
General Maintenance and
Repair Technician I
Keyboard Operator II
Motor Vehicle Registration Clerk I
Office Assistant III
Physical Therapy Aide
Power Plant Operator I
Rehabilitation Support Worker II
Secretary I
Storekeeper II
Youth Service Specialist I, Trainee
Youth Service Specialist Trainee

Grade 14

Activity Therapy Technician
Blind Industries Production Technician
Carpenter I, Trainee
Engineering Technician Associate
Environmental Technician I
Equipment Operator I
Equipment Operator II Trainee
Laborer Supervisor
Long-Term Care Supervisor
Orthotic/Prosthetic Technician I
Painter, Trainee
Plumber I, Trainee
Switchboard Operator II

Grade 15

Bookkeeper
Capitol Area Guard I
Corrections Officer Trainee
Custodial Supervisor I
Data Control Technician II
Data Entry Unit Leader
Dental Assistant
Food Service Supervisor I
Keyboard Operator III
Laboratory Technician I
Language Translator Clerk
Laundry Supervisor
Law Enforcement Telecommunications
Technician I
Motor Vehicle Registration Clerk II
Office Assistant IV
Printer II
Program Support Worker
Residence Hall Director
Safety and Security Officer I
Secretary II
Tourist Counselor II
Youth Service Specialist I

Grade 16

Animal Science Technician I
Carpenter I
Computer Operator I
Data Librarian
Driver License Examiner I
Electrician I
Equipment Operator II
Grounds Maintenance Supervisor I
Library Assistant I
Licensed Mental Health Technician I
Lock System Specialist I
Mason
Mechanic I
Medical Record Technician in Training
Mental Retardation Technician I
Painter
Plant Science Technician I
Plumber I
Power Plant Operator II
Rehabilitation Instructor
Sheet Metal Worker
Storekeeper III
Switchboard Operator III
Tax Examiner I

Grade 17

Adult Training Center Manager
Agricultural Technician
Buildings System Technician, Trainee
Capitol Area Guard II
Carpenter II, Trainee
Communications Specialist I
Corrections Officer I
Custodial Supervisor II
Electrician II, Trainee
Food Service Supervisor II
General Maintenance and
Repair Technician II
Health Care Technician I
Laboratory Technician II
Law Clerk
Law Enforcement Telecommunications
Technician II
Licensed Mental Health Technician II
Mental Retardation Technician II
Motor Carrier Inspector I
Occupational Therapy Assistant
Orthotic/Prosthetic Technician II
Refrigeration and Air Conditioning
Service Technician I
Safety and Security Officer II
Secretary III
Sign Shop Worker
Social Worker Trainee
Youth Service Specialist II

Grade 18

Animal Science Technician II
Audio-Visual Technician
Computer Operator II
Costume Technician
Dairy Foods Assistant
Data Control Technician III
Driver License Examiner II
Educational/Informational
Representative I
Equipment Operator III
Grain Mill Technician
Grounds Maintenance Supervisor II
Historic Site Curator I
Library Assistant II
Licensed Mental Health Technician
Specialist
Licensed Practical Nurse
Mechanic II
Mental Retardation Specialist
Motor Vehicle Registration Clerk III
Museum Assistant
Museum Conservation Technician
Museum Exhibits Technician
Office Specialist
Office Supervisor
Photographer I
Physical Therapy Assistant
Plant Science Technician II
Public Programming/Performance
Technician
Radio Announcer/Producer
Veterinary Technician I
Welder

Grade 19

Accounting Specialist
Agricultural Inspector I
Animal Facility Inspector
Barber Shop Inspector
Beauty Shop Inspector
Buildings System Technician
Carpenter II
CASP Police Officer
Collector II
Communications Specialist II
Compliance Officer
Corrections Officer II
Custodial Manager
Electrician II
Engineering Technician
Environmental Technician II
Equipment Body Mechanic
Equipment Mechanic I
Executive Secretary
Food Service Manager
Health Care Technician II
Latent Print Technician
Laundry Manager
Law Enforcement Telecommunications
Supervisor
Legal Assistant
Livestock Inspector
Lock System Specialist II
Long-Term Care Case Manager
Machinist
Medical Record Technician
Microcomputer Systems Support
Technician I
Motor Carrier Inspector II

Grade 19 (cont.)

Painter Supervisor
Plumber II
Printer III
Printing Specialist
Psychometric Technician
Refrigeration and Air Conditioning
Service Technician II
Revenue Customer Representative I
Revenue Field Agent I
Safety and Security Chief
Switchboard Operator Supervisor
Tax Examiner II
University Police Officer Trainee
Youth Service Specialist III

Grade 20

Certified Asbestos Worker I
Clinical Pastoral Trainee
Computer Operator III
Conservation Officer, Trainee
Conservation Worker, Trainee
Corrections Counselor I, Trainee
Disability Examiner I
Driver License Examiner III
Electronic Control Center Technician
Graphic Designer I
Laboratory Educational Technician
Laboratory Technician III
Library Assistant III
Licensed Practical Nurse, Senior
Printing Process Supervisor
Program Specialist I
Psychology Trainee
Registered Nurse I
Research Analyst I
Sales Representative
Surplus Property Agent
Veterans Service Representative I
Veterinary Technician II
Workers' Compensation Claims
Advisor I

Grade 21

Administrative Officer
Applications Programmer I
CASP Police Sergeant
Child Support Enforcement Specialist I
Collector III
Data Control Supervisor
Documentation Technical Writer
Economic and Employment Support
Specialist I
Educational/Informational
Representative II
Electronics Technician I
Equipment Mechanic II
Facilities Maintenance Supervisor
Financial Examiner I
Foster Grandparent Project Director
Funeral Home Inspector
Historic Preservation Specialist I
Historic Site Curator II
Instrument Maker
Landscape Technician
Liquor Control Investigator
Long-Term Care Staff Manager
Media Production Technician
Motor Carrier Inspector III
Museum Specialist
Nuclear Reactor Operator
Parole Officer I
Photographer II
Publications Writer I
Real Estate Specialist
Respiratory Therapist
Revenue Customer Representative II
Revenue Field Agent II
Tax Examiner III
University Police Officer
Volunteer Services Coordinator

Grade 22

Activity Specialist I
Activity Therapist I
Agricultural Inspector II
Archeologist I
Architectural Intern
Archivist I
Assistant Coordinator of
 Emergency Preparedness
Aviation Technician
Business Enterprise Field Supervisor
Certified Asbestos Worker II
Chemical Dependency Counselor
Client Training Supervisor
Communications Specialist Supervisor
Conservation Officer I
Conservation Officer Park Ranger
Conservation Worker
Correctional Industries Manager I
Corrections Counselor I
Corrections Specialist I
Disability Examiner II
Driver License Examiner IV
Education Specialist
Fisheries Biologist Specialist I, Trainee
Food, Drug and Lodging Surveyor I
Grain Mill Supervisor
Grain Warehouse Examiner I
Highway Maintenance Supervisor
Highway Patrol Trooper I
Librarian I
Medical Record Supervisor
Microcomputer Systems Support
 Technician II

Grade 22 (cont.)

Network Control Technician I
Petroleum Industry Regulatory
 Technician I
Print Shop Supervisor
Program Specialist II
Property Appraiser Trainee
Registered Nurse II
Research Instrument Operator
Research Laboratory Shop Supervisor
Safety and Health Inspector I
Sign Shop Supervisor
Social Worker
Special Investigator I
Veterans Service Representative II
Veterinary Anesthesia Technician
Wildlife/Parks Assistant Manager
Workers' Compensation Claims
 Advisor II
Youth Service Director

Grade 23

Accountant I
Applications Programmer/Analyst I
Trainee
Architectural Project Designer
CASP Police Lieutenant
Chemist I
Computer Operations Facility Specialist
Computer Operations Supervisor
Conservator
Construction Contract Compliance
Specialist
Disease Intervention Specialist
Electronic Control Center Supervisor
Electronics Technician II
Emergency Medical Services Specialist
Engineering Technician Senior
Environmental Technician III
Equipment Mechanic III
Financial Examiner II
Fish Hatchery Assistant
Forensic Scientist I
Graphic Designer II
Highway Patrol Trooper II
Historian
Historic Preservation Specialist II
Human Resource Professional I
Installation/Service Technician I
Labor Conciliator I
Microbiologist I

Grade 23 (cont.)

Occupational Therapist I
Official Reporter
Parole Officer II
Physical Plant Supervisor I
Pilot
Planner I
Procurement Officer I
Public Programming/
Performance Manager
Radiologic Technologist I
Research Analyst II
Right-of-Way Agent I
Safety and Health Technician
University Police Corporal

Grade 24

Accountant II
Activity Specialist II
Activity Therapist II
Alcohol/Drug Abuse Program
 Consultant
Archeologist II
Architect I
Archivist II
Building Construction Inspector
Child Support Enforcement Specialist II
Clinical Chaplain
Collector IV
Correctional Facilities Specialist I
Corrections Counselor II
Corrections Specialist II
Counselor
Disability Examiner III
Economic and Employment Support
 Specialist II
Economic Development Representative I
Education Certification Specialist
Fire Prevention Inspector
Fisheries Biologist Specialist I
Food, Drug and Lodging Surveyor II
Glass Blower
Grain Warehouse Examiner II
Historic Sites Administrator
Human Resource Professional II,
 Trainee
Landscape Architect I
Long-Term Care Ombudsman I
Medical Record Administrator
Metrologist

Grade 24 (cont.)

Physical Therapist I
Pilot I, Kansas Highway Patrol
Program Consultant I
Property Appraiser I
Public Information Officer I
Public Service Administrator I
Publications Writer II
Radiation Protection Specialist
Radiological Officer
Rehabilitation Counselor I
Rehabilitation Specialist I
Revenue Customer Representative III
Right-of-Way Agent II
Safety and Health Inspector II
Social Worker Specialist
Special Investigator II
State Auditor I
Tax Examiner IV
Wildlife Biologist Specialist I
Wildlife/Parks Manager

Grade 25

Agricultural Inspector III
Applications Programmer II
Applications Programmer/Analyst I
Budget Analyst I
Capacity Planning Specialist
Chemical Dependency Recovery
Program Director
Chemist II
Computer Operations Manager
Conservation Program Specialist I
Database Programmer/Analyst I
Dietitian I
Engineering Associate I
Equipment Shop Superintendent
Financial Examiner III
General Manager, Industries
for the Blind
Geologist I
Highway Maintenance Superintendent
Highway Patrol Master Trooper
Information Technology Consultant I
Librarian II
Microbiologist II
Motor Carrier Inspection Sergeant
Network Control Technician II
Nutritionist I
Parole Supervisor
Petroleum Industry Regulatory
Technician II
Physical Plant Supervisor II
Print Shop Manager
Program Services Manager I
Program Specialist III
Public Health Nurse I

Grade 25 (cont.)

Radiologic Technologist II
Registered Nurse III
Research Analyst III
Research Technologist
Revenue Field Agent III
Right-of-Way Property Appraiser I
State Seed Laboratory Supervisor
Systems Analyst I
Systems Software Programmer/Analyst I
University Detective
University Police Sergeant

Grade 26

Accountant III
Assistant Division Director,
 State Historical Society
Conservation Officer II
Coordinator of Children's Services
Correctional Facilities Specialist II
Correctional Industries Manager II
Corrections Specialist III
Enforcement Agent
Engineering Project Designer
Engineering Technician Specialist
Environmental Technician IV
Fire Investigator
Fire Prevention Supervisor
Food, Drug and Lodging Surveyor III
Graphic Designer III
Health Facility Surveyor I
Highway Patrol Sergeant
Historic Preservation Specialist III
Human Resource Professional II
Industrial Hygienist
Installation/Service Technician II
Labor Conciliator II
Long-Term Care Ombudsman II
Management Systems Analyst I
Media Production Director
Microcomputer Systems Support
 Technician III
Museum Exhibits Director
Network Transmission Specialist
Occupational Therapist II
Procurement Officer II
Psychologist I
Public Information Officer II
Qualified Mental Retardation
 Professional

Grade 26 (cont.)

Rehabilitation Counselor II
Rehabilitation Specialist II
Securities Special Investigator I
Special Agent - KBI
Speech Pathologist/Audiologist I
Staff Development Specialist I
State Auditor II
Unit Team Manager

Grade 27

Applications Programmer/Analyst II
Archeologist III
Architect II
Archivist III
Capital Defense Investigator
Child Support Enforcement Supervisor
Corrections Manager I
Database Programmer/Analyst II
Dietitian II
Disability Examiner IV
Economic and Employment Support
Supervisor
Electronics Technologist
Environmental Geologist I
Environmental Scientist I
Epidemiologist
Equipment Planning Technician I
Fire Investigation Supervisor
Fire Protection Specialist
Fisheries Biologist Specialist II
Forensic Scientist II
Geologist II
Grain Warehouse Examiner III
Health or Environmental
Planning Consultant
Highway Patrol Second Lieutenant
Information Technology Consultant II
Landscape Architect II
Librarian III
Network Control Technician III
Nutritionist II
Paleontologist
Physical Therapist II
Planner II
Program Consultant II
Program Services Manager II
Property Appraiser II

Grade 27 (cont.)

Public Health Educator
Public Health Nurse II
Public Service Administrator II
Publications Editor
Radiologic Technologist III
Radiological Program Coordinator
Right-of-Way Agent III
Right-of-Way Property Appraiser II
School Food Service Consultant
Social Work Supervisor
Systems Analyst II
Systems Software Programmer/
Analyst II
Wildlife Biologist Specialist II

Grade 28

Attorney I
Budget Analyst II
Chemist III
Conservation Program Specialist II
Data Processing Operations Manager I
 Without Systems Software
Director, Chaplaincy Service
Economic Development
 Representative II
Engineering Associate II
Financial Examiner IV
Fire Investigation or Fire Prevention
 Division Chief
Forensic Scientist III
Highway Patrol Lieutenant
Information Resource Specialist I
Installation/Service Technician III
Land Engineering Survey Coordinator
Marketing Manager
Mental Retardation Unit Director
Microbiologist III
Physical Plant Supervisor III
Public Health Nurse III
Radiation Control Inspector
Registered Nurse IV
Rehabilitation Manager I
Research Analyst IV
Securities Special Investigator II
Senior Special Agent - KBI
University Police Lieutenant

Grade 29

Accountant IV
Applications Programmer/Analyst III
Building Systems Engineer I
Corrections Manager II
Dental Hygienist
Dental Inspector
Dietitian III
Director of Reference Library
Environmental Geologist II
Environmental Scientist II
Equipment Planning Technician II
Geologist III
Grain Warehouse Administrator
Health Facility Surveyor II
Health or Environmental
 Program Analyst
Human Resource Professional III
Industrial Safety Coordinator
Information Technology Consultant III
Installation/Service Supervisor
Laboratory Improvement Specialist
Management Systems Analyst II
Network Control Supervisor
Nursing Education Specialist
Nursing Practice Specialist
Nutritionist III
Petroleum Industry Regulatory
 Technician III
Policy and Program Analyst
Procurement Officer III
Program Services Manager III
Public Service Administrator III
Public Service Executive I
Quality Assurance Analyst
Right-of-Way Property Appraiser
 Supervisor

Grade 29 (cont.)

Speech Pathologist/Audiologist II
Staff Development Specialist II
State Auditor III
Systems Analyst III
Systems Software Programmer/
Analyst III
Water Resource Planner
Wildlife/Parks Law Enforcement
Supervisor

Grade 30

Architect III
Broadcast Engineer
Computer Design Specialist
Disability Determination
Program Manager
Economic Development
Representative III
Education Program Consultant
Engineering Associate III
Forensic Scientist IV
Highway Patrol Captain
Information Resource Specialist II
Labor Conciliator III
Manufacturing Manager
Microcomputer Systems
Support Manager
Network Transmission Manager
Pharmacy Inspector
Property Appraiser III
Psychologist II
Rehabilitation Manager II
Research Analyst V
Securities Special Investigator III
Social Work Director
Special Agent in Charge
Speech Pathologist/Audiologist III
Therapy Services Supervisor
University Police Captain
Warden I

Grade 31

Applications Programmer/Analyst IV
Attorney II
Corrections Manager III
Data Processing Operations Manager II
 With Systems Software
Database Programmer/Analyst III
Environmental Geologist III
Environmental Scientist III
Equipment Planning Technician III
Financial Examiner V
Geologist IV
Health Facility Surveyor III
Information Center Supervisor
Laboratory Certification
 Program Manager
Network Control Manager
Planner III
Public Health Physicist
Registered Nurse V
Senior Budget Analyst
Systems Analyst IV
Systems Software Programmer/
 Analyst IV
Water Resource Manager

Grade 32

Accountant V
Active Treatment Program Director
Advertising Coordinator
Assistant Director - KBI
Building Systems Engineer II
Central Accounting Manager
Economic Development
 Representative IV
Environmental Geologist IV
Environmental Scientist IV
Highway Patrol Major
Human Resource Professional IV
Information Resource Manager I
Information Resource Specialist III
Management Systems Analyst III
Procurement Officer IV
Psychologist III
Public Service Executive II
Securities Special Investigator IV
Senior Laboratory Scientist
State Auditor IV
State Demographer
Tax Specialist
Telecommunications Operations
 Manager

Grade 33

Administrative Law Judge
Attorney III
Chief Financial Examiner
Disability Determination
Program Director
Financial Economist
Information Center Manager
Professional Civil Engineer I
Professional Environmental Engineer I
Programming and Analysis Supervisor
Systems Software Supervisor
Systems Software Specialist
Warden II

Grade 34

Assistant Director,
Workers' Compensation
Associate Director - KBI
Environmental Scientist V
Highway Patrol Lieutenant Colonel
Information Resource Manager II
Principal Budget Analyst
Psychologist IV
Public Service Executive III
State Audit Administrator

Grade 35

Attorney IV
Building Systems Engineer III
Data Center Manager
Network Planning Manager
Professional Civil Engineer II
Professional Environmental Engineer II
Programming and Analysis Manager
Property Appraiser IV
Systems Software Manager
Warden III

Grade 36

Information Resource Manager III
Public Service Executive IV

Grade 37

Professional Civil Engineer III
Professional Environmental Engineer III
Warden IV

Grade 38

Chief Engineer/Director Water
Resources Division
Professional Civil Engineer IV
Veterinarian

MARKET ALIGNMENT

- Market rate is defined as a rate within 10% of the actual rates being received by employees with others employers with whom the State competes in attracting and retaining employees.
- Pay rates for all job classes were last aligned with the relevant labor market during the Comprehensive Classification and Job Rate Study (CCJRS).
- Implementation of the CCJRS began in December 1986 and was completed in December 1994.
- The CCJRS developed new classes and assigned them to a market aligned pay grade. The CCJRS did not modify the pay plan.
- Market adjustments to a class align the pay grade with the market rate for that class. Adjustments to the pay plan increase the rates of pay for all classes. All classified employees have gained pay increases when the pay plans are adjusted.
- Since that time market adjustments to pay grade assignments for classes have been minimal. Since 1994 only 5 ad hoc studies have resulted in market alignments for classes.
- Some state jobs, e.g. regulatory compliance, welfare, etc. are unique to state governments. The pay rates of these classes, which represent approximately 20% of Kansas job classes, are compared with the rates provided by other state governments in Central States Compensation Association.
- The Central States Compensation Association is a group of 24 state governments which exchange employee compensation information and annually conduct an employee compensation survey which currently includes 171 jobs. The annual survey is copyrighted. The survey can be purchased for \$250.
- Based on the most recent survey (1998), approximately 40% of surveyed classes are paid below market, such as Registered Nurse II; 10% are above market, such as Procurement Officer III; and 50% are paid at market. (See chart)
- Annual labor market data from relevant labor markets for all other jobs classes has not been compiled since the CCJRS.
- In addition, adjustments to the pay plan since the CCJRS have been not kept pace with the pay plan adjustments provided by other employers. (See charts).

- The limitation of the current pay plan does not enable the State to provide competitive wage rates to some jobs, such as professional engineers, information technology classes and is substantially lower than those of other state governments. (See attached chart).
- The majority of annual adjustments (salary budget) have been historically allocated to longevity based rewards rather than market alignment. Refer to Salary Budgeting)

SALARY BUDGETING

A salary budget consists of all components of pay:

- Base Pay
- Merit Pay
- Incentives
- Awards
- Bonuses

For the State of Kansas this consists of funding for general adjustments to the pay matrix, step movement, and longevity bonuses. The American Compensation Association conducts an annual survey of employers' adjustments to salary budgets. A comparison of changes in the annual salary budgets of other employers to the State of Kansas reveals that increases for state employees historically have been comparable (Chart 1 of the attachment).

However, the distribution of funding for pay components have varied significantly from other employers. During the period from 1990 through 1998:

- Pay plan rates of other employers have increased by approximately 26% (Chart 2).
- Pay plan rates of the State of Kansas have increased by only 9.5% (Chart 2).
- Other employers have allocated 65% of their annual salary budgets to pay plan maintenance (Chart 3).
- The State of Kansas has allocated only 20.6% of its annual salary budget to pay plan maintenance (Chart 3).

A policy issue for the State of Kansas should be to target annual salary budget funds to maintain the competitive position of the State in attracting qualified employees and ensuring they receive competitive wages. This can be accomplished by:

- Allocating a greater portion of the salary budget to the pay matrix.
- Adjusting pay rates of individual job classes to match relevant market rates.
- Adjusting pay only of employees who are below market rates.

Comparison of Salary Budget and Pay Plan Adjustments: Kansas vs. Other Employers

Chart 1: Actual % Increase in Salary Budgets

	1990	1991	1992	1993	1994	1995	1996	1997	1998*	Percent Increase 1990 - 1998
Non-exempt salaried	5.4%	5.0%	4.6%	4.2%	4.0%	3.9%	4.0%	4.1%	4.2%	39.4%
Exempt	5.5%	5.0%	4.7%	4.3%	4.0%	4.0%	4.1%	4.3%	4.3%	40.2%
Kansas	6.5%	5.0%	3.5%	4.5%	4.0%	5.0%	4.5%	3.5%	4.5%	41.0%

Chart 2: Actual % Increase in Salary Structures

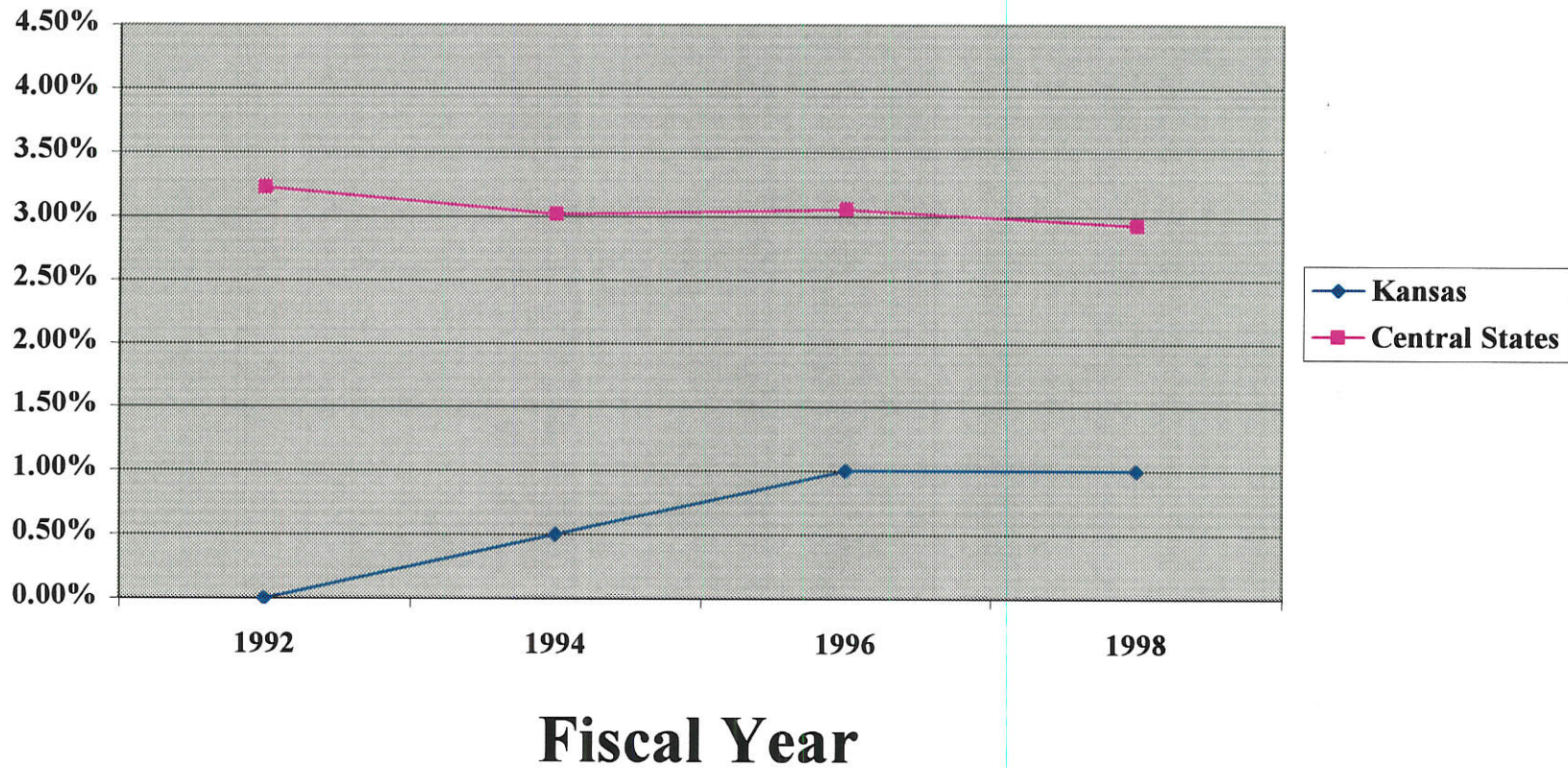
	1990	1991	1992	1993	1994	1995	1996	1997	1998 *	Percent Increase 1990 - 1998
Non-exempt salaried	3.8%	3.3%	3.0%	2.7%	2.4%	2.3%	2.8%	2.5%	2.8%	25.6%
Exempt	3.9%	3.5%	3.2%	2.8%	2.5%	2.4%	2.9%	2.7%	2.7%	26.6%
Kansas	3.0%	1.5%	0.0%	1.0%	0.5%	1.5%	1.0%	0.0%	1.0%	9.5%

Chart 3: Salary Structure Adjustment as a % of Total Salary Budget

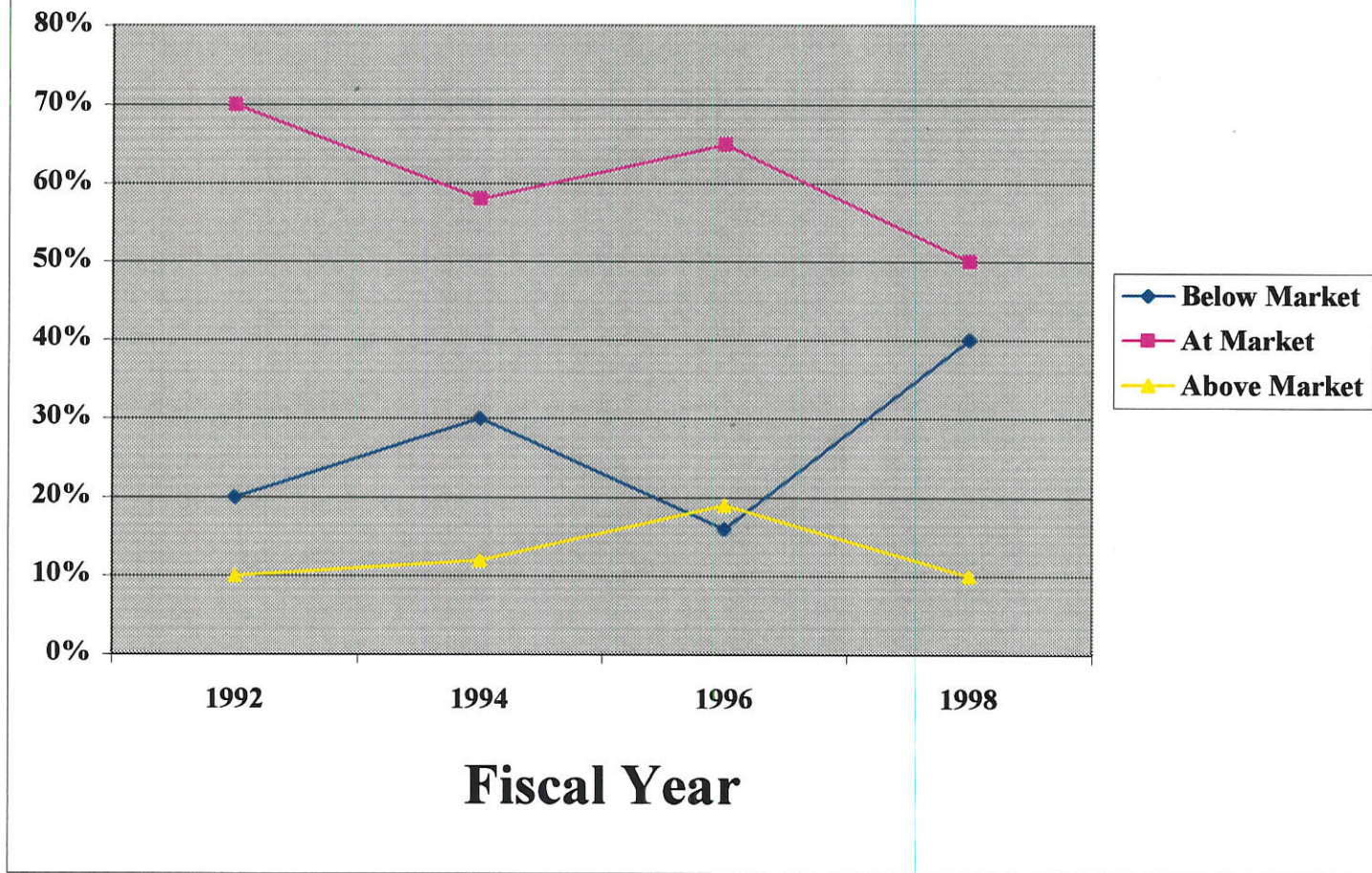
	1990	1991	1992	1993	1994	1995	1996	1997	1998	Average % of Total Salary Budget
Non-exempt salaried	70.0%	70.0%	70.0%	60.0%	60.0%	60.0%	70.0%	60.0%	70.0%	65.6%
Exempt	70.0%	70.0%	70.0%	70.0%	60.0%	60.0%	70.0%	60.0%	60.0%	65.6%
Kansas	46%	30%	0%	22%	13%	30%	22%	0%	22%	20.6%

Source: American Compensation Association

Kansas Matrix Adjustment History in Relation to Central States

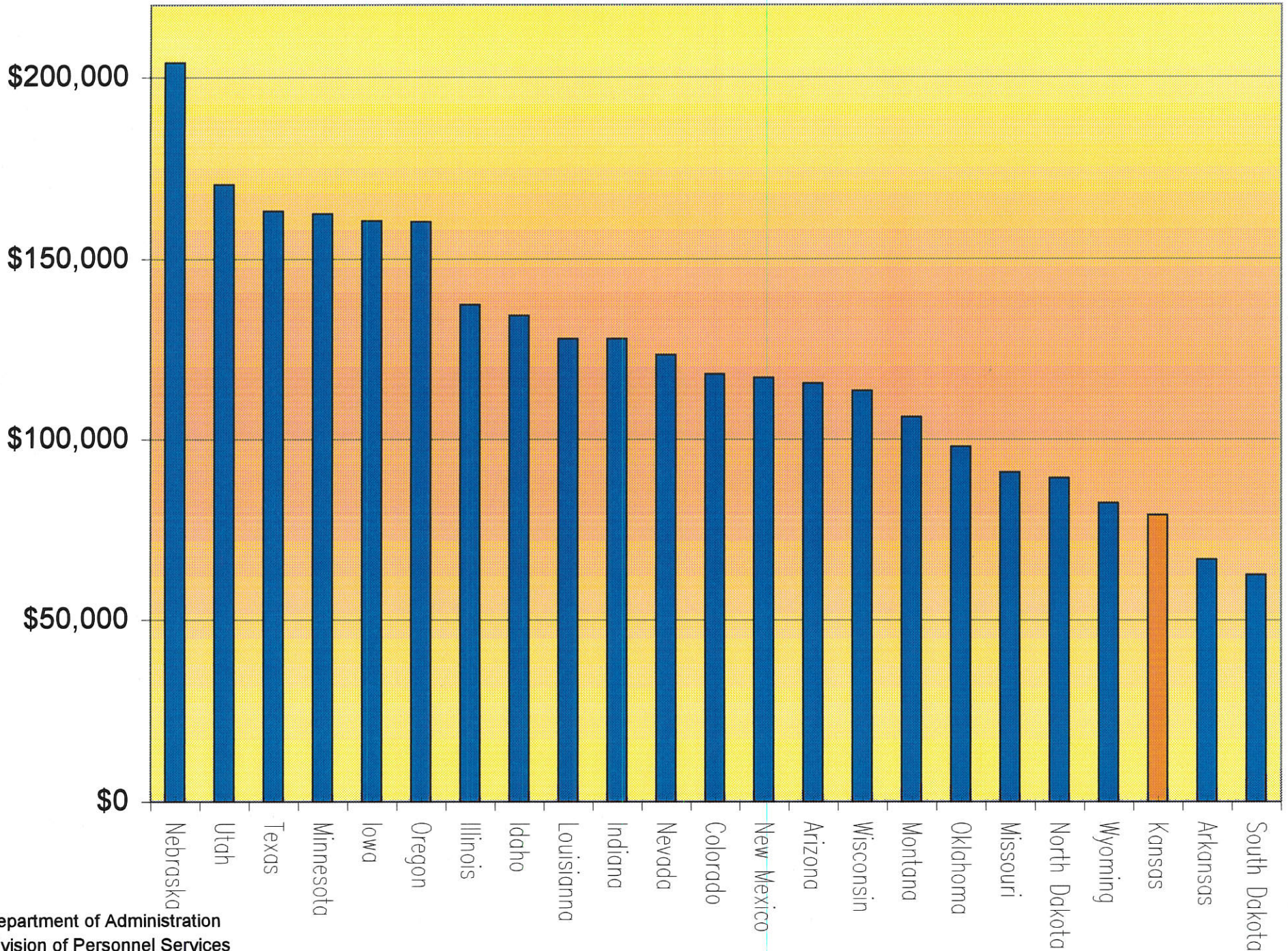


Kansas Salaries in Relation to Central States' Average

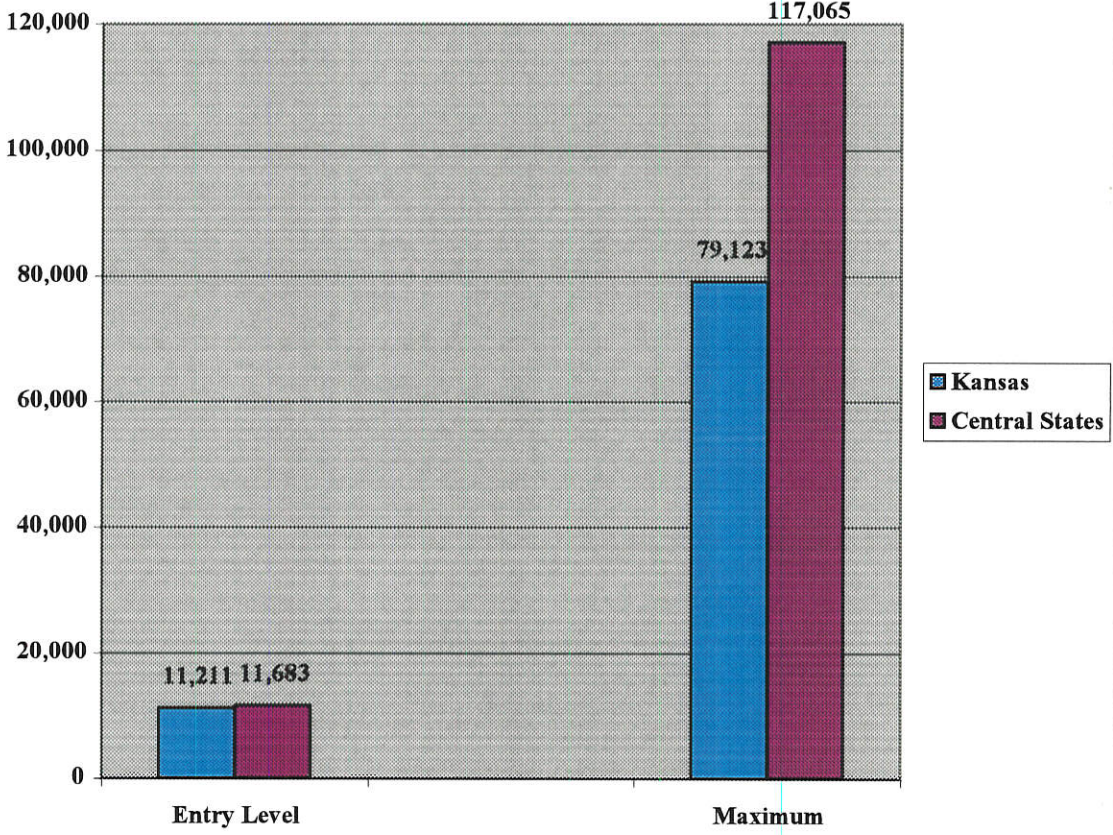


Comparison of Highest Pay Plan Rate by State

Highest Rate in Pay Plan



Pay Rate Comparisons (Entry Level and Maximum)



Fiscal Year 1998

KANSAS AVERAGE ANNUAL TOTAL COMPENSATION FOR CLASSIFIED EMPLOYEES

Average Direct Compensation **\$ 27,583 ***

• Health Insurance (employer contribution) (Full family coverage, full-time employee, Blue Select, non-tobacco user, dental)	\$4,658
• FICA **	\$2,100
• KPERS Retirement	\$ 935
• Long Term Disability	\$ 83
• Life Insurance	\$ 83
• Leave Payout Fund	\$ 97
• Unemployment Insurance **	\$ 83
• Workers' Compensation **	<u>\$ 276</u>

Average Indirect Compensation (Employer paid) **\$ 8,315**

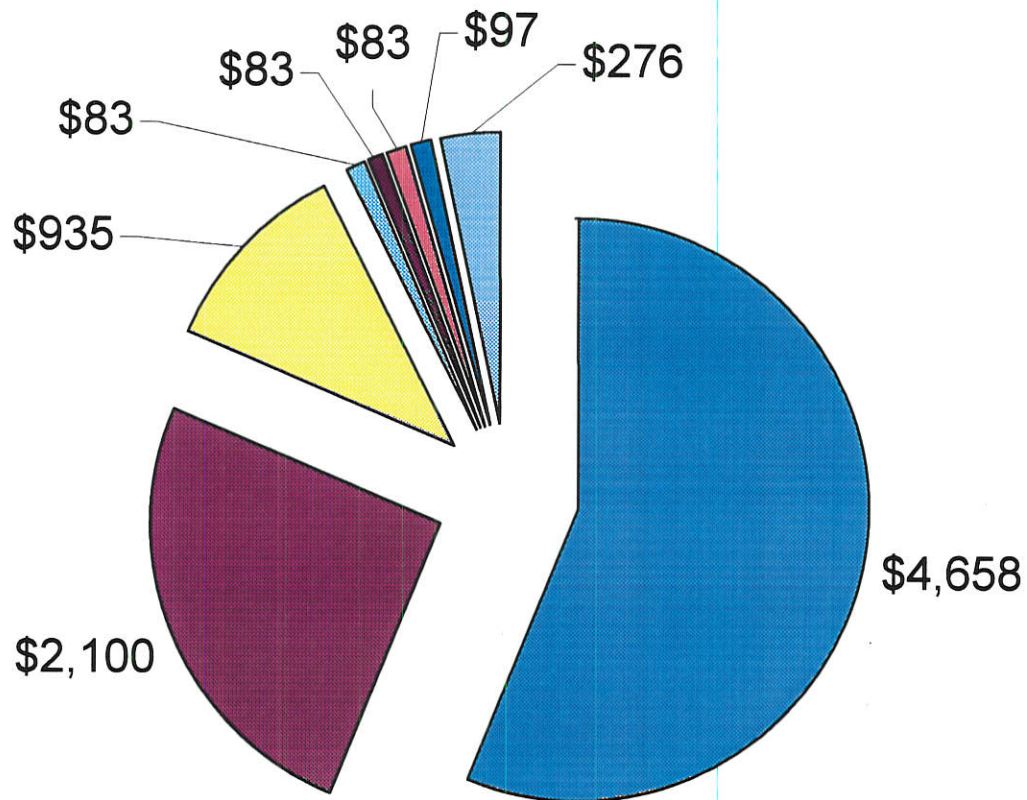
Average Total Compensation **\$ 35,898**
(Refer to attached charts)

* includes base pay for time not worked, annual leave, sick leave, holidays, military leave, jury duty leave, funeral or death leave, job injury leave, shared leave, disaster service volunteer leave. Does not include longevity payment or premium pays.

** federally mandated programs

AVERAGE EMPLOYEE DIRECT COMPENSATION ^{IN}

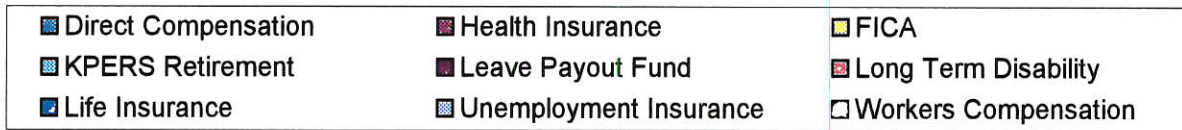
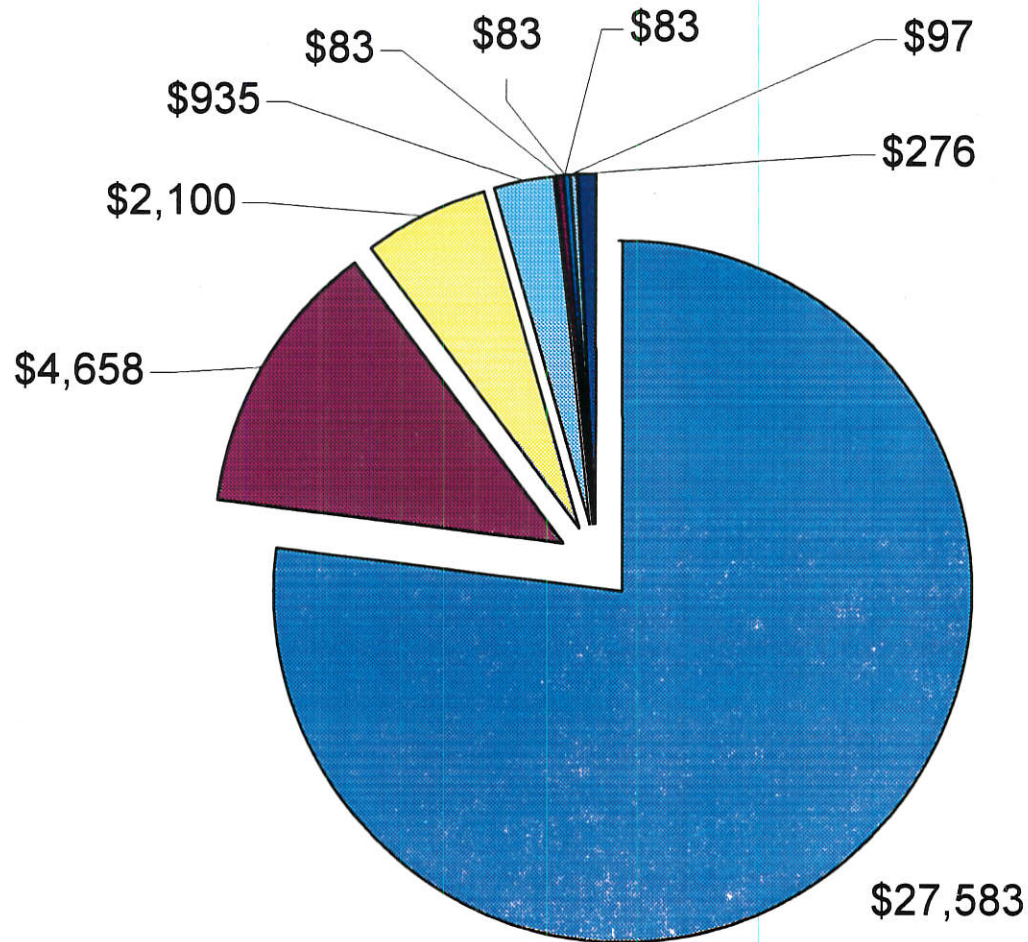
3-34



Health Insurance	FICA	KPERs Retirement
Leave Payout Fund	Long Term Disability	Life Insurance
Unemployment Insurance	Workers Compensation	

EMPLOYEE TOTAL COMPENSATION

3-35



KANSAS HEALTH PLAN

Employee Contribution FY 1999

Employee Only Coverage

Three Salary Levels

Full time Employee Contribution* (Bi-Weekly)

< \$17,000	\$ 7.39
\$17,000 - \$30,000	\$11.08
> \$30,000	\$14.77

Part time Employee Contribution* = \$28.60

* Non Tobacco User Discount - \$4.62

Dependent Coverage

Three Dependent Tiers

Employee Contribution*	Bi-Weekly Cost Range
Employee and Spouse	\$58.38 to \$88.45
Employee and Child(ren)	\$48.05 to \$73.58
Employee, Spouse and Child	\$99.04 to \$147.25

* Non Tobacco User Discount - \$4.62

**KANSAS EMPLOYEE PAID BENEFIT PROGRAMS
(NO EMPLOYER CONTRIBUTIONS)
VOLUNTARY PARTICIPATION**

- Optional Group Life Insurance - Aged Rated
- Long Term Care Insurance - Age Rated
- Deferred Compensation
 - Minimum - \$11.55 bi-weekly
 - Maximum - lesser of \$8,000 or 25% of taxable income
- Flexible Spending Accounts
 - Dependent Care
 - Minimum - \$15.00 bi-weekly
 - Maximum - \$5,000 annual
 - Health Care
 - Minimum - \$7.00 bi-weekly
 - Maximum - \$85.00 bi-weekly
- Vision Insurance
 - Employee - \$2.13 bi-weekly
 - Family - \$5.96
- Savings Bonds
 - Minimum - \$5.00 bi-weekly

KANSAS BASIC LEAVE PLANS

FY 1998 Data

Annual Leave

Cost of Average Kansas Employee's Annual Leave \$ 1,725 *

Based on an average usage of 121.3 hours
6.7% of Average Direct Compensation **

Length of Service	Annual Hours Accrual Rate	Maximum Hours Accrual Limitation
Less than 5 Yrs.	96.2	144
5 to 10 Yrs.	122.2	176
10 to 15 Yrs.	145.6	208
15 years and over	169.0	240

- Payout on termination and retirement.

Sick Leave

Cost of Average Kansas Employee's Sick Leave \$ 961 *

Based on an average usage of 72.1 hours
3.7% of Average Direct Compensation **

Length of Service	Annual Hours Accrual Rate	Maximum Hours Accrual Limitation
(No difference)	96.2	Unlimited

- Payout (at retirement only) per the following formula:

Length of Service	Accrued Hours	Hours Paid Out
8 years	800 - 999 hrs.	240 hrs.
15 years	1,000 - 1,999 hrs.	360 hrs.
25 years	1,200 - 1,200 hrs.	480 hrs.

* does not include unclassified employees, part-time employees, students or employees with regents institutions

** as a percentage of wages for hours of work listed in Average Direct Compensation

Holidays

Cost of Average Kansas Employee's Holiday Leave \$1,061 *

New Year's Day
Martin Luther King Day
Memorial Day
Independence Day
Labor Day

Veteran's Day
Thanksgiving Day
Day after Thanksgiving
Christmas Day
Discretionary Day **

Shared Leave

Cost of Average Kansas Employees for Shared Leave is included in annual and sick leave figures

Regular employees may be eligible to receive accrued annual or sick leave donated by another employee when the employee or family member is experiencing a serious, extreme or life-threatening illness, injury, impairment, or physical or mental condition causing the employee to take leave without pay. The employee receiving donated leave must have exhausted their own paid leave. The employee donating leave must maintain a balance of 480 hours of their leave.

Family Medical Leave Act (FMLA) leave

Cost of Average Kansas Employees for Shared Leave is included in annual and sick leave figures

Federally mandated guaranteed leave program for eligible employees with a "serious health condition" or to care for a spouse, parent or child with a "serious health condition. The law requires 12 weeks of leave, job protection and continuation of the employer's contribution to the employees group health insurance premium.

* previously reported as direct compensation

** a day may be authorized by the governor

Military Leave

Regular employees are granted 12 working days of pay per calendar year to serve active duty in the military reserves. In addition, regular employees who are members of the Kansas national guard for the duration of any official call to State emergency duty.

Jury Duty Leave

Regular employees are granted leave with pay for required jury duty or in order to comply with a subpoena as a witness before the civil service board, the Kansas commission on civil rights, the United States equal employment opportunity commission or a court. Employees granted jury duty leave who receive pay or fees for a required appearance, excluding jury duty, shall turn over to the state pay or fees in excess of \$50.00. The employee may retain any amount paid to the employee for expenses in traveling to and from the place of the jury duty or required appearance.

Funeral or Death Leave

Regular employees may be granted up to 6 days of paid leave upon the death of a close relative.

Job Injury Leave

Any classified or unclassified employee who sustains a job injury which renders the employee unable to perform their regular duties and the injury arose from employment with the state as the result of a shooting, stabbing, aggravated battery from a client or patient of a mental health or mental retardation facility of a law enforcement officer engaged in "fresh pursuit" shall be paid leave for up to six months.

Disaster Relief Leave

Classified or unclassified employees may receive paid leave for a maximum of 20 days per year when the employee is requested by the American Red Cross to provide disaster relief services for a disaster designated as a Level II disaster or above by the American Red Cross.