

Approved: February 20, 2008

Date

MINUTES OF THE SELECT COMMITTEE ON STATE EMPLOYEE PAY PLAN

The meeting was called to order by Chairman Pat George at 7:30 A.M. on February 5, 2008 in Room 431-N of the Capitol.

All members were present except:

Representative Charles Roth- excused

Committee staff present:

Alan Conroy, Kansas Legislative Research Department  
Julian Efir, Kansas Legislative Research Department  
Cyndie Rexer, Committee Assistant

Conferees appearing before the committee:

Carol Foreman, Chairman, State Employee Compensation Oversight Commission and Deputy Secretary of the Department of Administration

Others attending:

See attached list.

The minutes of January 23, 2008 were distributed. Representative Tom Hawk moved the minutes be approved. Representative Joann Pottorff seconded the motion. The minutes were approved.

Carol Foreman reported on the State Employee Compensation Oversight Commission and the State Employee Pay Philosophy Task Force during the interim. See Attachment 1 for a list of members. Topics of discussion at these meetings included:

Review of State's current plan  
Comparison of the State of Kansas to other states  
Testimony and e-mail comments (Attachment 3)  
Benefit Value Comparison Analysis from the Hay Group  
Panel of private and public sector employers  
Direction to the Hay Group as to the general guidelines for a revised pay plan  
Presentation from Mr. Kenning on general concepts and structures of recommended plan

Decisions made by the Commission and Task Force included:

Statement of Compensation Philosophy (Attachment 2).  
Proposed Pay Plans  
Implementation (Attachments 4 and 5)  
Performance Management  
Funding  
Market Surveys  
Implementation Oversight

A period of questions and answers followed. Some concerns include whether employees will have input as to their own classification and if more unclassified employees will request to become classified. Representative Mike Burgess commented he hopes performance management will be used as a constructive piece rather than a disincentive and will add group incentives rather than be an individual piece. Representative Burgess is also excited about the personal development piece and how it ties into this plan.

The next meeting is to be announced.

The meeting was adjourned at 8:15 a.m.



**Attachment I**

**State Employee Compensation Oversight  
Commission**

**Appointed by the Governor**

Carol Foreman, Chairperson  
Deputy Secretary of Administration

Secretary Jim Garner  
Kansas Department of Labor

George Vega  
Director of Personnel Services  
Department of Administration

**Appointed by the President of the Senate**

Senator Roger Reitz

Senator Vicki Schmidt

**Appointed by the Senate Minority Leader**

Senator Laura Kelly

**Appointed by the Speaker of the House**

Representative Pat George, Vice-Chairperson

Representative Lee Tafanelli

**Appointed by the House Minority Leader**

Representative Tom Hawk

**Appointed by the Chief Justice of the  
Kansas Supreme Court**

Patricia Henshall  
Director of Personnel  
Kansas Judicial Branch

**Appointed by the Chairperson of the  
Kansas Board of Regents**

Dr. Richard Lariviere  
Provost & Executive Vice Chancellor  
University of Kansas

Attachment I

State Employee Pay Philosophy Task Force

Appointed by the Governor

Carol Foreman  
Deputy Secretary of Administration

Secretary Jim Garner  
Kansas Department of Labor

George Vega  
Director of Personnel Services  
Department of Administration

Appointed by the President of the Senate

Senator Roger Reitz

Senator Vicki Schmidt

Appointed by the Senate Minority Leader

Senator Marci Francisco

Appointed by the Speaker of the House

Representative Pat George, Chairperson

Representative Lee Tafanelli

Appointed by the House Minority Leader

Representative Tom Hawk

Appointed by the Chief Justice of the  
Kansas Supreme Court

Patricia Henshall  
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Kansas Judicial Branch

Appointed by the Chairperson of the  
Kansas Board of Regents

Dr. Richard Lariviere  
Provost & Executive Vice Chancellor  
University of Kansas



## Attachment II

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# STATE OF KANSAS

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## STATEMENT OF COMPENSATION PHILOSOPHY

### Umbrella Statement

The compensation program (compensation and benefits opportunity and delivery) for State employees will be designed to support the mission of the various branches of government and the agencies and departments within those branches. The foundation of the compensation program is to attract and retain quality employees with competitive compensation based on relevant labor markets. The programs will be based upon principles of fairness and equity and will be administered with sound fiscal discipline.

### Component Statements

1. The Legislature will be accountable for the adoption of the compensation philosophy and framework. The Executive Branch through delegated authority from the Governor to the Department of Administration will be accountable for the consistent administration of the program for classified employees. Agency Heads will be accountable for proper administration of the program within their Agencies. The Chief Justice, through delegated authority to the Office of Judicial Administration will be accountable for the consistent administration of the program for Judicial Branch employees. The Board of Regents, through delegated authority to the Chief Executive Officer of each campus, will be accountable for the consistent administration of the program for higher education faculty and non-classified employees.
2. The compensation program will be based on consistent principles of fairness throughout the State, yet will be flexible to meet changing needs. This will allow for multiple pay plans to fit different needs and market variables for the different Branches of government and within those Branches.
3. Establishing the value of compensation will be primarily based on establishing the appropriate market value of the job. For positions for which a market value cannot be readily identified, the value of compensation for those positions will be based on a fair, defensible and understandable method.
4. While recognizing that service and tenure yields valued experience, pay delivery mechanisms will be based on a combination of achievement of performance objectives, recognition of differences in job content, acquisition and application of further skill and education and pay for the achievement of team/unit or department goals.
5. All aspects of compensation (base salary, benefits, lump sum payments, allowances and other variable elements of compensation) will be considered as a total compensation package for State employees. The State's pay programs will utilize both fixed and variable compensation as well as non-cash reward and recognition programs.

6. Total compensation, as defined above, will be targeted at a competitive level when compared to the appropriate labor markets to allow the State to attract and retain the quality and quantity of employees needed to fulfill service commitments to its citizens.
7. The State is committed to ensuring that its salary structures are up to date through the conduct of market surveys at regular intervals. There will be a planned approach to ensure that the classification structure and classification of employees is kept current.
8. The compensation programs will reinforce a work culture and climate where employees are recognized and rewarded for their contribution. Any changes to compensation must be reasonable and take into consideration the needs of the State as an employer, the work culture afforded to the employees as public service providers and the citizens receiving services from the State.

# Testimony Regarding the Work of the State Employee Compensation Oversight Commission

Before the House Select Committee on the State Employee Pay Plan  
February 5, 2008

By Carol Foreman, Chairperson  
State Employee Compensation Oversight Commission

Mr. Chairman, members of the committee, my name is Carol Foreman and I am the Deputy Secretary of the Department of Administration. Thank you for the opportunity to appear before you today.

## State Employee Compensation Oversight Commission

As I am sure you are all aware, the 2007 Legislature authorized the formation of both the State Employee Compensation Oversight Commission (the Commission) and the State Employee Pay Philosophy Task Force (the Task Force) to meet during the interim and make important decisions regarding the pay for the State's classified workforce. Both of these groups were composed of 11 members representing all three branches of State government. The members of these groups can be seen on *Attachment I*.

Both groups had their initial meeting on May 14, 2007, with the Task Force meeting in the morning and the Commission meeting in the afternoon. The Task Force was chaired by Rep. Pat George and worked through a session facilitated by Neville Kenning, the National Director of State Government Consulting Practice for the Hay Group, to prepare a compensation philosophy to serve as the philosophical framework for the work of the Commission. The philosophy that was prepared by the Task Force can be seen in *Attachment II*.

With the work of the Philosophy Task Force completed, the members took on the task of examining the State of Kansas pay plan. The Commission covered several topics over the next four meetings, including:

- Review of State's current plan;
- Comparison of the State of Kansas to other states;
- Testimony and e-mail comments from employees, representatives from agencies and employee organizations regarding possible changes to the State's pay plan for classified employees (A list of the conferees can be found in *Attachment III*);
- A Benefit Value Comparison Analysis from the Hay Group;
- A panel of private and public sector employers discussing their pay plans and philosophies;
- Direction to the Hay Group as to the general guidelines for a revised State of Kansas pay plan; and
- A presentation from Mr. Kenning on the general concepts and structures of the recommended pay plans for the classified workforce as well as an overall implementation plan.

The Commission's last meeting occurred on October 15, 2007. The Commission again asked for comments from agencies, employees and employee organizations, so the first part of the meeting was dedicated to hearing comments from those parties regarding the Hay Group's proposals.

Mr. Kenning then presented additional, more detailed information about the proposed pay plans and implementation plan and answered questions from the members regarding these subjects. At the conclusion of the meeting, the Commission voted unanimously to propose the plans recommended by the Hay Group to the 2008 Legislature.

### Proposed Pay Plans

The Hay Group's proposal is to adopt five pay plans, with each plan addressing the specific occupational issues of the job classifications assigned to the plan. As an employer, the State of Kansas has the most diverse workforce in the State, and no other employer would have such diverse occupations within one enterprise. Because of this, the "one-size-fits-all" plan that is currently in existence simply does not work.

The Hay Group's recommended plans, along with the numbers of classifications and employees assigned to each, are as follows:

1. Basic Vocational Pay Plan (57 classifications with 3,844 employees) – Classifications assigned to this plan perform very structured, routine work and performance can be measured on a pass/fail basis. The plan is a step plan, with more narrow pay grades than those that exist under the current plan.
2. General Classified Pay Plan (282 classifications with 11,917 employees) – Classifications assigned to this plan are those that do not fall within the parameters established for any of the other plans. This plan is a hybrid model with movement based on steps up to market and an open range, regulated through the use of zones, beyond market.
3. Management Pay Plan (20 classifications with 256 employees) – Classifications assigned to this plan are limited to exempt, high level managerial jobs. Incumbents of these classifications are involved in managerial functions of planning, leading, organizing, controlling, motivating and innovating. The actual *supervision* of various activities is largely delegated. A classification in this plan has managerial concern for integrating the sub-functions which report to it. This plan consists of open pay grades with pay movement based in position-in-range and performance.
4. Professional Individual Contributor Pay Plan (130 classifications with 2,751 employees) – Classifications assigned to this plan are characterized by having knowledge that requires an understanding of the principles and theories of a professional discipline normally gained through a college curriculum. This plan is an open range model with market anchors.
5. Protective Services Pay Plan (42 classifications with 3,215 employees) – All uniformed officers of the Department of Corrections and Juvenile Justice Authority, troopers of the Kansas Highway Patrol and all classifications that meet the definition of "police officer" or "law enforcement officer" set out in K.S.A. 74-5602 are assigned to this pay plan. This plan is a step model.

This proposed system aligns both wage rates and compensation practices with industry and market standards, allowing the State to provide for true competitive compensation for employees in diverse occupations. In addition, the proposed system moves employees to the "market rate" for their particular occupation faster than the current system.

The initial proposed assignment of job classifications to one of the five pay plans can be viewed in *Attachment IV*. The basis for the assignments to each of the plans is the definition for each of the plans as set out in the descriptions above. The numbers in the “plan” column of the attachment correspond with the numbering of the pay plans used above.

### Implementation

The proposed pay plans are proposed to be implemented over a five year period, beginning in FY2009 and lasting through FY2013. For implementation purposes, the classified workforce will be divided into three groups and each group will go through its own separate three-year implementation phase during the overall, five-year implementation period. The assignment of classifications to the different implementation groups was based on a number of considerations, with cost, internal equity and ease of transition being the most significant. The assignment of classes to the implementation groups can also be found in *Attachment IV*.

The five-year implementation period was recommended for a number of reasons, with one of the foremost being cost. Given that the estimated cost of bringing the classified workforce to market is nearly \$72 million, it was determined that a five-year implementation plan would allow for the funding to be broken up over the entire implementation period. In addition, successful implementation will require a great deal of work. *Attachment V* shows how the implementation process will occur and highlights the activities that will occur during each group’s implementation phase.

With over 22,000 positions in the classified workforce, the classification review of all classified positions is an immense process, but one that must be completed to insure that employees are properly classified before moving to the new pay plans. Policies, procedures and regulations must also be developed and amended to implement the new system, as must the State’s automated payroll and accounting system.

Another very important reason for the five-year implementation period is that it will allow for each implementation group to go through a “dry run” year. This is something that was strongly recommended to the Commission by the panel of public and private sector representatives who discussed the transitions to their own new compensation systems. We believe that this is a crucial step in the implementation strategy as it will allow for policies, procedures and systems to be thoroughly tested and for employees, supervisors and managers to gain hands-on experience with the new system before it is actually implemented.

### Performance Management

The State’s current system is focused on the “job” but largely ignores the value that the employee brings to the job. The proposed system provides more employee involvement in building their career and allows employees to be compensated for what they contribute. In order to effectively evaluate this contribution, a new performance review system is required.

A major component of the first year of implementation is the development of this new performance review system and the training of supervisors and managers on that new system. In order to insure that implementation remains on schedule, work on developing this new system will begin in the current fiscal year, with the goal of completing the design by the beginning of FY2009.



The system will be designed by a Steering Committee, consisting of top level agency leadership positions as well as members of the HR Community and a Design Team, made up of employees representing the different occupations throughout the State workforce. This was the template recommended by the Hay Group, which will be working with staff from DPS to lead and facilitate these groups. These teams will work in cooperation to develop the new program, insuring that input from stakeholders throughout the workforce is included in the design of the new system.

Once the system is developed, members of these groups and staff from DPS will conduct "train the trainer" sessions with training staff from agencies. The goal is to have these sessions completed as close to the beginning of FY2009 as possible so that the agency training staff can then begin delivering the training to the employees in Group 1.

### Funding

The final, and most important, piece of the plan is the funding for FY2009 that will be necessary to begin implementation of the plan. With the goal of moving all classifications as close to market as possible by the time they move to the new plan, strategic funding is critical to the success of the plan. The initial year of the five-year implementation period is especially critical with respect to funding, as it will demonstrate a commitment to the new plan.

In recognition of the importance of this first year, the Governor has proposed a 2.5% increase for all classified employees and also recommended \$16 million be directed toward the first year of targeted market adjustments. These strategic increases will not be limited to classifications assigned to a particular pay plan or implementation group. While the classifications in group one will be the primary focus, some occupations are so far behind market and have so many incumbents that it will require a number of years of targeted increases to move them to where they need to be prior to implementation, so they will also begin receiving increases in this first year.

### Market Surveys

In order to ensure that the new compensation system keeps pace with the market, beginning in FY2009, salary surveys will be conducted for one-third of the classified workforce on an annual basis. While it would be ideal to survey the entire workforce every year, such a comprehensive annual survey would be extremely detailed and based on past experience, it is likely that many of those requested to complete the survey would decline to participate. The recommended practice strikes a reasonable balance by establishing a regular survey cycle with manageable surveys so that compensation decisions will always be based on data that is no more than two years old.

### Implementation Oversight

The final component of the Commission's recommendation is that a group similar in nature, role and representation to the Commission be established to provide oversight regarding the implementation of the new systems. The focus of this group would be to ensure that the plans and processes developed for the new system are being managed and administered in accordance with the State's compensation philosophy.



## Conclusion

The Commission believes that this proposal is the solution to the State's problems with employee compensation. The proposed system is a collaborative effort of all Branches of State Government and was designed by the Hay Group, which is widely regarded as one of the foremost experts in the field of compensation practices. The proposal is also based on a comprehensive Compensation Philosophy for the State of Kansas which contains guiding principles for the effective administration of compensation throughout the State workforce.

The Hay Group's proposal adopts the correct balance between the incorporation of private industry concepts and the principles of the merit system. The new system addresses a serious deficiency in State government and will provide for improved efficiency and a more effective return on investment.

I thank you again for the opportunity to have this discussion with you today. I would be happy to stand for any questions that the Committee may have

## Attachment III

### STATE EMPLOYEE COMPENSATION OVERSIGHT COMMISSION

#### Presentations from Interested Organizations, Associations and Individuals

##### Agenda

June 25, 2007

Room 313-S, Statehouse

- 9:00 – 10:30 am Kraig Knowlton, Division of Personnel Services  
Report on Communications with State Employees
- Gary Adkins  
State Employees Association of Kansas
- Howard Schwartz  
Judicial Administrator
- Board of Regents  
Jennyfer Owensby – K-State Classified Staff Representative  
Jackie Scott – Emporia State University  
Dennis Constance - KU USS Representative
- 10:30 am Break
- 10:45 – 12:00 John M. Kruzel  
Employee with Department of Labor
- Greg Hattan  
Employee with Department of Health & Environment
- Denise Moore  
Director, Division of Information Systems and Communications
- Mark Wendland  
Employee with Department of Administration
- 12:00 Lunch

1:00 – 2:30 pm Jim Schieferecke  
Employee with Kansas Bureau of Investigation

Jon Brady  
Employee with Department of Health & Environment

Janet Palmer  
Human Resource Director for Department of Labor

Ron York with PolicePay.Net  
Kansas State Troopers Association

Mark Hurt  
Kansas Council of Governmental Engineers & Scientists

2:30 pm Break

2:45 – 4:00 pm Department of Corrections  
Greg Piper, Corrections Specialist I, Ellsworth Correctional Facility  
Kari Webb, Parole Officer II, Olathe  
Jan Clausing, Human Resource Director

Allen Humphrey  
Human Resource Director for Department of Transportation

Michael Hatcher and Charlie Dodson  
Kansas Organization of State Employees

Gerald Raab  
Kansas Association of Public Employees

## Attachment IV

Job Classification	Emp Count	Pay Plan	Group	PG
Accountant I	103	2	2	23
<b>Accountant II</b>	98	2	2	24
Accountant III	91	4	2	26
<b>Accountant IV</b>	60	4	2	29
Accountant V	12	3	3	32
<b>Accounting Specialist</b>	173	2	2	19
<b>Activity Specialist I</b>	47	2	2	22
<b>Activity Specialist II</b>	13	2	2	24
<b>Activity Therapist I</b>	39	2	2	22
<b>Activity Therapist II</b>	14	2	2	24
<b>Activity Therapy Technician</b>	18	2	2	14
Administrative Assistant	871	1	1	13
<b>Administrative Law Judge</b>	6	4	1	33
<b>Administrative Officer</b>	151	2	2	21
Administrative Specialist	1033	2	2	18
<b>Adv Regstrd Nurse Practitioner</b>	3	4	1	34
Advertising Coordinator	1	2	2	32
<b>Agricultural Assistant</b>	14	1	1	13
Agricultural Inspector II	75	2	2	22
<b>Agricultural Inspector III</b>	14	2	2	25
Agricultural Technician	13	1	1	17
<b>Animal Science Technician I</b>	31	1	1	16
<b>Animal Science Technician II</b>	24	1	1	18
Applications Developer I	48	4	2	27
<b>Applications Developer II</b>	144	4	2	29
Applications Developer III	90	4	2	31
<b>Applications Development Supv</b>	36	4	2	33
Applications Support Technicn	5	4	2	21
<b>Archeologist I</b>	0	4	1	22
Archeologist II	4	4	1	24
<b>Archeologist III</b>	1	4	1	27
Architect I	0	4	2	24
<b>Architect II</b>	3	4	2	27
Architect III	5	4	2	30
Architectural Intern	1	4	2	23
Architectural Project Designer	3	4	2	23
Assistant Director, Workers Comp	0	4	3	34
Assistive Technology Specialis	4	2	2	17
<b>Attorney I</b>	56	4	1	28
Attorney II	52	4	1	31
Attorney III	15	4	1	33
<b>Attorney IV</b>	3	4	1	35
Audio Visual Technician	3	2	1	18
<b>Automotive Driver</b>	13	1	1	9
<b>Aviation Technician</b>	4	2	3	22
<b>Barber Shop Inspector</b>	1	2	2	19
Beauty Shop Inspector	5	2	2	19
Bookbinder	4	2	2	X
Bookbinder Apprentice	0	2	2	X
Bookbinder Apprentice Senior	0	2	2	X
Bookbinder Senior	7	2	2	X
<b>Broadcast Engineer</b>	5	2	2	30
<b>Building Construction Insp</b>	8	2	3	24
Building Systems Engineer I	1	4	2	29

Select Committee On  
State Employee Pay Plan  
2-5-08  
Attachment 4

## Attachment IV

<b>Building Systems Engineer II</b>	1	4	2	32
<b>Building Systems Engineer III</b>	6	4	2	35
<b>Buildings System Technician</b>	49	2	3	19
<b>Capitol Area Guard I</b>	13	1	1	15
Capitol Area Guard II	2	1	1	17
<b>Carpenter</b>	8	2	3	16
Carpenter Senior	47	2	3	19
Certified Asbestos Worker	3	2	3	20
Certified Asbestos Wrkr Senior	5	2	3	22
<b>Certified Nurse Aide I</b>	72	2	1	14
<b>Certified Nurse Aide II</b>	50	2	1	16
Certified Nurse Aide Trainee	0	2	1	12
<b>Chemical Depend Rec Prog Dir</b>	4	2	1	25
<b>Chemical Dependency Counselor</b>	7	2	1	22
<b>Chemist I</b>	4	4	2	23
Chemist II	16	4	2	25
<b>Chemist III</b>	8	4	2	28
Chief Eng/Dir Water Resource	1	4	2	38
<b>Client Training Supervisor</b>	82	2	2	22
<b>Clinical Chaplain</b>	17	4	1	24
Clothing Specialist	2	1	1	11
<b>Collector</b>	3	2	2	19
Collector Senior	8	2	2	21
<b>Communications Special Super</b>	7	2	3	22
Communications Specialist I	18	2	3	17
<b>Communications Specialist II</b>	42	2	3	19
Compliance Officer	1	2	2	19
Computer Oper Facility Tech	2	2	2	24
<b>Computer Operations Manager</b>	4	2	2	26
<b>Computer Operations Supv</b>	16	2	2	24
<b>Computer Operator I</b>	15	2	2	19
Computer Operator II	37	2	2	21
Conservation Worker	3	1	1	22
<b>Conservator</b>	0	2	1	23
<b>Cook</b>	56	1	1	12
Cook Senior	31	1	1	14
Coord Of Children's Service	5	2	1	26
<b>Correctional Facilities Spec 2</b>	6	2	3	26
Correctional Industries Mgr	20	4	2	22
<b>Correctional Industries Mgr Sr</b>	12	4	2	26
<b>Corrections Counselor I</b>	82	2	3	22
Corrections Counselor II	79	2	3	24
Corrections Manager I	22	3	3	27
Corrections Manager II	12	3	3	29
<b>Corrections Manager III</b>	9	3	3	31
Corrections Officer I (A)	655	5	3	17
<b>Corrections Officer I (B)</b>	398	5	3	18
Corrections Officer II	429	5	3	19
<b>Corrections Specialist I</b>	303	5	3	22
Corrections Specialist II	88	5	3	24
Corrections Specialist III	52	5	3	26
<b>Cosmetologist</b>	1	2	1	11
Custodial Crew Leader	31	1	1	12
<b>Custodial Manager</b>	18	2	1	20
Custodial Specialist	380	1	1	12
<b>Custodial Supervisor</b>	72	1	1	16

## Attachment IV

Custodial Supervisor Sr	24	1	1	18
<b>Custodial Worker</b>	150	1	1	10
Dairy Foods Assistant	2	1	1	18
<b>Database Administration Supv</b>	3	4	2	33
Database Administrator I	2	4	2	27
<b>Database Administrator II</b>	11	4	2	29
Database Administrator III	9	4	2	31
Dental Assistant	1	2	2	15
<b>Developmntl Disblty Specialist</b>	15	2	1	18
<b>Dietitian I</b>	2	4	2	25
Dietitian II	3	4	2	27
<b>Dietitian III</b>	3	4	2	29
Director of Reference Library	0	2	1	29
<b>Disease Intervention Spec</b>	5	2	2	23
<b>Driver License Examiner</b>	14	2	2	16
Driver License Examiner Coor	8	2	2	22
<b>Driver License Examiner Senior</b>	54	2	2	18
Driver License Examiner Spec	41	2	2	20
Economic Development Rep I	8	4	2	24
<b>Economic Development Rep II</b>	21	4	2	28
Economic Development Rep III	27	4	2	30
<b>Economic Development Rep IV</b>	9	4	2	32
<b>Education Program Consultant</b>	49	4	2	30
<b>Education Specialist</b>	3	2	1	22
Educational/Info Rep I	5	2	2	18
<b>Educational/Info Rep II</b>	12	2	2	21
<b>Electrician</b>	14	2	3	17
Electrician Senior	38	2	3	20
Electronic Control Center Sup	4	2	3	23
<b>Electronic Control Center Tech</b>	7	2	3	20
<b>Electronics Technician</b>	13	2	3	21
Electronics Technician Sr	27	2	3	23
<b>Electronics Technologist</b>	10	2	3	27
Emerg Med Services Specialist	2	2	3	23
<b>Enforcement Agent</b>	35	5	3	27
Engineering Associate I	8	4	2	25
<b>Engineering Associate II</b>	33	4	2	28
Engineering Associate III	86	4	2	30
<b>Engineering Project Designer</b>	6	4	2	26
<b>Engineering Technician</b>	320	2	2	19
Engineering Technician Assoc	34	2	2	14
Engineering Technician Senior	178	2	2	23
<b>Engineering Technician Spec</b>	109	2	2	26
Environmental Scientist I	56	4	2	27
<b>Environmental Scientist II</b>	112	4	2	29
Environmental Scientist III	46	4	2	31
Environmental Scientist IV	44	4	2	32
<b>Environmental Scientist V</b>	21	4	2	34
Environmental Technician I	1	2	2	15
<b>Environmental Technician II</b>	5	2	2	20
Environmental Technician III	53	2	2	24
<b>Environmental Technician IV</b>	28	2	2	27
<b>Equipment Body Mechanic</b>	5	2	3	19
Equipment Mechanic	62	2	3	19
<b>Equipment Mechanic Senior</b>	63	2	3	21
<b>Equipment Mechanic Specialist</b>	9	2	3	23
Equipment Operator	515	2	3	16



## Attachment IV

<b>Equipment Operator Senior</b>	477	2	3	18
<b>Equipment Operator Specialist</b>	116	2	3	20
Equipment Operator Trainee	110	2	3	14
<b>Equipment Planning Techn I</b>	23	2	2	29
<b>Equipment Planning Techn II</b>	10	2	2	31
<b>Extension Nutritional Asst I</b>	15	1	1	11
Extension Nutritional Asst II	2	1	1	13
Facilities Maintenance Super	146	2	3	21
<b>Facilities Specialist</b>	125	2	3	20
<b>Financial Economist</b>	4	4	2	33
Financial Examiner	20	4	2	24
<b>Financial Examiner Administrtr</b>	3	4	2	34
Financial Examiner Principal	26	4	2	31
<b>Financial Examiner Senior</b>	14	4	2	28
Fire Investigation Supervisor	0	5	3	27
<b>Fire Investigator</b>	11	5	3	27
<b>Fire Prevention Inspector</b>	17	2	3	26
Fire Protection Specialist	3	2	3	27
<b>Food Service Manager</b>	6	2	1	20
<b>Food Service Supervisor</b>	38	1	1	16
Food Service Supervisor Senior	2	1	1	18
<b>Food Service Worker</b>	77	1	1	10
Food, Drug And Lodg Surv I	15	2	2	22
Food, Drug And Lodg Surv II	0	2	2	24
<b>Food, Drug And Lodg Surv III</b>	3	2	2	26
Forensic Scientist I	5	4	2	25
<b>Forensic Scientist II</b>	2	4	2	29
Forensic Scientist III	1	4	2	31
<b>Forensic Scientist IV</b>	0	4	2	32
Funeral Home Crematory Inspect	1	2	2	21
Gen Maint And Repair Tech	69	2	3	13
Gen Maint And Repair Tech Sr	177	2	3	17
Geology Associate	12	4	2	27
Geology Trainee	1	4	2	25
Grain Mill Supervisor	0	1	1	22
Grain Mill Technician	2	1	1	18
Grain Warehouse Examiner I	1	2	1	22
<b>Grain Warehouse Examiner II</b>	5	2	1	24
Grain Warehouse Examiner III	1	2	1	27
Graphic Designer	7	2	1	21
<b>Graphic Designer Senior</b>	16	2	1	24
Graphic Designer Specialist	9	2	1	27
<b>Grounds Maintenance Super I</b>	8	1	1	17
Grounds Maintenance Super II	13	1	1	19
Health Care Assistant	3	1	1	12
<b>Health Care Technician I</b>	1	1	1	17
Health Care Technician II	4	1	1	19
<b>Health Facility Surveyor I</b>	74	4	2	26
Health Facility Surveyor II	13	4	2	29
<b>Health Facility Surveyor III</b>	10	4	2	31
Health or Environmental Pgm Analyst	24	2	2	29
Health or Environmental Planning Cons.	5	2	2	27
Highway Patrol Captain	20	3	3	35
<b>Highway Patrol Lieutenant</b>	75	5	3	32
<b>Highway Patrol Major</b>	3	3	3	37

## Attachment IV

<b>Highway Patrol Master/Tech Trooper</b>	184	5	3	29
Highway Patrol Trooper	188	5	3	26
<b>Highway Patrol Trooper Trainee</b>	8	5	3	24
Historic Preservation Spec I	0	2	1	21
<b>Historic Preservation Spec II</b>	4	2	1	23
<b>Historic Site Curator I</b>	8	2	1	18
Historic Site Curator II	2	2	1	21
Human Resource Prof I	37	2	3	23
<b>Human Resource Prof II</b>	53	2	3	26
<b>Human Resource Prof III</b>	37	4	3	29
Human Resource Prof IV	11	4	3	32
Human Services Assistant	280	1	1	15
Human Services Consultant	132	2	1	24
Human Services Counselor	115	2	1	26
<b>Human Services Specialist</b>	897	2	1	21
Human Services Supervisor	127	2	1	27
Industrial Hygienist	1	4	2	26
Industrial Safety Coordinator	1	2	2	29
Information Resource Mgr III	1	3	3	36
<b>Information Systems Manager I</b>	6	3	3	32
Information Systems Manager II	8	4	2	35
Investigative Agent	3	5	3	26
IT Architecture Analyst I	4	4	2	30
IT Architecture Analyst II	0	4	2	32
IT Project Analyst	1	4	2	30
<b>IT Project Manager</b>	11	3	3	32
IT Security Analyst I	5	4	2	30
<b>IT Security Analyst II</b>	5	4	2	32
IT Security Analyst III	2	4	2	34
Juvenile Corrections Director	4	5	3	26
<b>Juvenile Corrections Officer I</b>	218	5	3	17
<b>Juvenile Corrections Officer II</b>	49	5	3	20
<b>Juvenile Corrections Officer III</b>	27	5	3	23
Juvenile Corrections Specialist	1	5	3	20
<b>Labor Conciliator I</b>	4	2	3	23
Labor Conciliator II	0	2	3	26
Labor Conciliator III	1	2	3	30
Laboratory Educational Technician	10	2	2	20
Laboratory Improvement Specialist	6	4	2	29
Laboratory Technician I	3	2	2	15
<b>Laboratory Technician II</b>	22	2	2	17
Laboratory Technician III	29	2	2	20
Laborer Supervisor	2	1	1	14
<b>Land Surveyor I</b>	13	4	2	31
Land Surveyor II	2	4	2	34
Landscape Architect I	0	4	2	24
<b>Landscape Architect II</b>	2	4	2	27
Landscape Technician	3	2	2	21
<b>Laundry Manager</b>	9	2	1	19
<b>Laundry Supervisor</b>	8	1	1	15
<b>Laundry Worker</b>	15	1	1	9
Law Clerk	0	2	1	17
<b>Law Enforcement Officer I</b>	18	5	3	23
Law Enforcement Officer II	34	5	3	25
<b>Law Enforcement Officer III</b>	12	5	3	28
<b>Legal Assistant</b>	56	2	1	20

## Attachment IV

Librarian I	19	2	1	22
<b>Librarian II</b>	6	2	1	25
Librarian III	5	2	1	27
Library Assistant I	22	2	1	16
<b>Library Assistant II</b>	57	2	1	18
Library Assistant III	38	2	1	20
<b>Licensed Mental Health Tech</b>	77	2	1	17
Licensed Pharmacy Inspector	1	4	2	32
<b>Licensed Practical Nurse</b>	52	2	1	18
Licensed Practical Nurse Sr	81	2	1	20
Lifeguard	0	1	1	6
<b>Lock System Specialist</b>	3	2	3	17
Lock System Specialist Sr	12	2	3	20
Long-Term Care Ombudsman	8	2	2	24
<b>Machinist</b>	4	2	3	19
Management Systems Analyst I	79	2	2	26
<b>Management Systems Analyst II</b>	82	2	2	29
Management Systems Analyst III	16	4	2	32
Manufacturing Manager	3	2	2	30
Marketing Manager	1	2	2	28
Mechanic	18	2	3	16
<b>Mechanic Senior</b>	4	2	3	18
Mechanic's Helper	4	1	1	11
Media Production Director	3	2	1	26
<b>Media Production Technician</b>	11	2	1	21
Medical Record Supervisor	1	2	2	22
<b>Mental Health Develop. Disability Tech.</b>	741	2	1	17
MHDD Technician Trainee	124	2	1	14
<b>Microbiologist I</b>	5	4	2	24
Microbiologist II	19	4	2	26
Microbiologist III	8	4	2	29
Motor Carrier Inspector I	8	1	1	17
<b>Motor Carrier Inspector II</b>	31	1	1	19
Museum Assistant	3	2	1	18
Museum Exhibits Director	2	2	1	26
Museum Exhibits Technician	2	2	1	18
<b>Museum Specialist</b>	6	2	1	21
<b>Natural Resource Officer I</b>	59	5	3	26
Natural Resource Officer II	17	5	3	27
<b>Natural Resource Officer III</b>	11	5	3	29
Natural Resource Officer IV	8	3	3	31
<b>Network Control Supervisor</b>	2	2	2	29
Network Control Technician I	5	2	2	23
<b>Network Control Technician II</b>	17	2	2	26
Network Control Technician III	4	2	2	28
<b>Network Service Supervisor</b>	2	2	2	30
Network Service Technician I	7	2	2	23
<b>Network Service Technician II</b>	26	2	2	26
Network Service Technician III	21	2	2	28
Nursing Education Specialist	2	4	1	32
Nursing Practice Specialist	1	4	1	32
Nutritionist	3	4	2	27
Nutritionist Senior	2	4	2	29
<b>Office Assistant</b>	125	1	1	11
Painter	16	2	3	16

## Attachment IV

<b>Painter Senior</b>	22	2	3	19
Park Attendant	0	1	1	11
<b>Parole Officer I</b>	74	5	3	22
Parole Officer II	34	5	3	24
<b>Parole Supervisor</b>	16	5	3	26
<b>Petroleum Ind Reg Tech I</b>	1	2	2	22
Petroleum Ind Reg Tech II	26	2	2	25
Petroleum Ind Reg Tech III	8	2	2	29
Pharmacy Compliance Inspector	2	2	2	24
<b>Photographer</b>	3	2	1	18
Photographer Senior	7	2	1	21
Photographic Platemaker Comb	3	2	2	X
Photographic Platemaker Comb App	1	2	2	X
Physical Plant Supervisor	90	2	3	23
<b>Physical Plant Supervisor Sen</b>	43	2	3	25
Physical Plant Supervisor Spec	12	2	3	28
Pilot	0	2	3	23
Planner I	0	2	2	23
<b>Planner II</b>	4	2	2	27
Planner III	0	2	2	31
<b>Plant Science Technician I</b>	11	1	1	16
Plant Science Technician II	37	1	1	18
<b>Plumber</b>	9	2	3	17
Plumber Senior	35	2	3	20
Policy And Program Analyst	6	2	2	29
<b>Power Plant Operator</b>	8	2	3	14
Power Plant Operator Senior	21	2	3	17
Prepress Technician	0	2	2	x
Print Shop Manager	3	2	2	25
<b>Print Shop Supervisor</b>	7	2	2	22
Printer	1	2	2	11
Printer Senior	10	2	2	15
<b>Printer Specialist</b>	23	2	2	19
Printer-Electronic Photocomp	3	2	2	x
Printer-Electronic Photocomp Appren.	0	2	2	x
Printing Press Operator	7	2	2	x
Printing Press Operator Apprentice	0	2	2	x
Printing Press Operator Assistant	0	2	2	x
Printing Press Operator Asst. Appren.	0	2	2	x
Printing Process Supervisor	6	2	2	20
Printing Service Coordinator	7	2	2	19
Procurement Officer I	24	2	2	23
<b>Procurement Officer II</b>	19	2	2	26
Procurement Officer III	9	4	2	29
<b>Procurement Officer IV</b>	11	4	2	32
Professional Civil Eng I	69	4	2	33
<b>Professional Civil Eng II</b>	90	4	2	35
Professional Civil Eng III	9	4	2	37
<b>Professional Civil Eng IV</b>	2	4	2	38
Professional Environ Eng I	13	4	2	33
<b>Professional Environ Eng II</b>	17	4	2	35
Professional Environ Eng III	9	4	2	37
<b>Professional Geologist II</b>	27	4	2	29
Professional Geologist III	26	4	2	31

## Attachment IV

<b>Professional Geologist IV</b>	8	4	2	32
<b>Program Consultant I</b>	201	2	2	24
Program Consultant II	212	2	2	27
Program Services Manager I	1	2	2	25
Program Services Manager II	52	2	2	27
Program Services Manager III	16	2	2	29
<b>Program Specialist I</b>	92	2	2	20
Program Specialist II	93	2	2	22
Program Specialist III	3	2	2	25
Property Appraiser I	21	2	2	24
<b>Property Appraiser II</b>	19	2	2	27
<b>Property Appraiser III</b>	10	2	2	30
Property Appraiser IV	1	3	3	35
Psychologist I	1	4	1	26
<b>Psychologist II</b>	27	4	1	30
Psychologist III	11	4	1	32
<b>Psychologist IV</b>	4	4	1	34
Public Health Educator	3	2	2	27
Public Health Nurse I	3	4	1	25
<b>Public Health Nurse II</b>	2	4	1	27
Public Health Nurse III	10	4	1	28
<b>Public Information Officer I</b>	3	2	2	24
Public Information Officer II	2	2	2	26
Public Prog/Perform Technician	3	2	1	18
Public Service Administrator I	320	2	3	24
Public Service Administrator II	192	2	3	27
Public Service Administrator III	61	2	3	29
Public Service Executive I	136	4	3	29
Public Service Executive II	231	4	3	32
Public Service Executive III	92	3	3	34
Public Service Executive IV	26	3	3	36
Publications Editor	2	2	2	27
<b>Publications Writer I</b>	4	2	2	21
Publications Writer II	6	2	2	24
<b>Qualified Dev Disability Prof</b>	23	2	2	26
Radiation Control Inspector	0	2	2	28
<b>Radiologic Technologist I</b>	4	2	1	23
Radiologic Technologist II	0	2	1	25
Real Estate Specialist	3	2	2	21
<b>Refrig And A C Svc Tech</b>	4	2	3	17
Refrig And A C Svc Tech Senior	32	2	3	19
<b>Registered Nurse</b>	13	4	1	25
<b>Registered Nurse Administrator</b>	5	4	1	34
<b>Registered Nurse Senior</b>	203	4	1	28
Registered Nurse Specialist	37	4	1	31
<b>Rehab Support Worker I</b>	4	2	2	12
Rehab Support Worker II	1	2	2	14
Rehabilitation Instructor	5	2	2	17
Research Analyst I	22	2	1	20
Research Analyst II	30	2	1	23
<b>Research Analyst III</b>	27	2	1	25
Research Analyst IV	13	2	1	28
<b>Research Analyst V</b>	6	4	1	30
Research Instrument Operator	1	2	3	22
<b>Research Technologist</b>	13	2	2	25
Revenue Customer Rep	54	2	2	19
<b>Revenue Customer Rep Senior</b>	80	2	2	21



## Attachment IV

Revenue Customer Rep Specialist	111	2	2	24
Right-of-Way Agent I	10	2	2	23
<b>Right-of-way Agent II</b>	2	2	2	24
Right-of-way Agent III	5	2	2	27
Right-of-way Property App I	7	2	2	25
<b>Right-of-way Property App II</b>	2	2	2	27
Right-of-way Property App Sup	1	2	2	29
<b>Safety And Health Specialist</b>	14	2	2	24
Safety And Health Technician	1	2	2	23
Safety And Security Chief	3	1	1	19
<b>Safety And Security Officer I</b>	95	1	1	15
Safety And Security Officer II	21	1	1	17
Sales Representative	3	2	2	20
School Food Service Consultant	13	4	2	27
Seasonal Park Ranger	0	5	3	X
Seasonal Worker	0	1	1	5
Seasonal Worker Senior	2	1	1	6
Securities Special Invest I	1	5	3	27
<b>Securities Special Invest II</b>	5	5	3	29
Securities Special Invest III	0	5	3	30
Securities Special Invest IV	2	3	3	32
<b>Senior Administrative Asst</b>	1110	1	1	15
<b>Senior Administrative Spec</b>	101	2	2	19
Senior Laboratory Scientist	4	4	2	32
<b>Senior Special Agent - KBI</b>	48	5	3	32
Service Assistant	11	1	1	7
Sign Shop Supervisor	1	2	3	22
Sign Shop Worker	5	2	3	17
<b>Social Work Supervisor</b>	57	2	1	27
<b>Social Worker</b>	35	2	1	22
Social Worker Specialist	381	2	1	24
Special Agent - KBI	14	5	3	30
<b>Special Agent in Charge - KBI</b>	9	5	3	35
<b>Special Investigator I</b>	46	2	3	22
Special Investigator II	51	2	2	24
<b>Speech Pathologist/Audio I</b>	2	4	1	26
Speech Pathologist/Audio II	1	4	1	29
<b>Staff Development Special I</b>	56	2	3	26
Staff Development Special II	11	4	3	29
State Audit Administrator	1	3	3	34
State Auditor I	21	2	2	24
<b>State Auditor II</b>	70	2	2	26
<b>State Auditor III</b>	36	4	2	29
State Auditor IV	11	4	2	32
Storekeeper	1	1	1	10
<b>Storekeeper Senior</b>	58	1	1	14
Storekeeper Specialist	66	1	1	17
Surplus Property Agent	3	2	2	20
System Software Analyst I	7	4	2	27
<b>System Software Analyst II</b>	30	4	2	29
System Software Analyst III	27	4	2	31
System Software Staff Consultant	9	4	2	33
<b>System Software Supervisor</b>	5	4	2	33
Tax Examiner	0	2	2	16
Tax Examiner Manager	1	2	2	24
Tax Examiner Senior	6	2	2	19
Tax Examiner Specialist	0	2	2	21



## Attachment IV

<b>Tax Specialist</b>	9	3	3	32
Technology Support Consultant I	61	2	2	25
<b>Technology Support Consultant II</b>	69	2	2	27
Technology Support Consultant III	51	2	2	29
<b>Technology Support Supervisor</b>	24	2	2	30
Technology Support Tech I	12	2	2	19
<b>Technology Support Tech II</b>	33	2	2	22
Therapy Services Supervisor	4	3	3	30
Tourist Counselor	3	1	1	15
<b>Unit Team Manager</b>	42	5	3	26
University Detective	3	5	3	25
University Police Captain	9	3	3	30
University Police Corporal	3	5	3	23
University Police Lieutenant	1	5	3	28
<b>University Police Officer</b>	62	5	3	21
University Police Officer Trainee	3	5	3	19
<b>University Police Sergeant</b>	21	5	3	25
<b>Utility Worker</b>	31	1	1	11
<b>Veterinarian</b>	6	4	1	38
Veterinary Anesthesia Tech	3	2	1	22
<b>Veterinary Technician I</b>	0	2	1	18
Veterinary Technician II	16	2	1	20
<b>VIN Inspector</b>	1	1	1	15
VIN Inspector Lead	21	1	1	17
VIN Inspector Supervisor	3	1	1	20
<b>Volunteer Services Coordinator</b>	8	2	2	21
<b>Warden III</b>	4	3	3	35
Warden IV	4	3	3	37
<b>Welder</b>	9	2	3	18
Wildlife/Parks Assistant Mgr	9	2	3	23

# Attachment V

## Proposed Implementation Schedule

	FY 2009 *	FY 2010	FY 2011	FY 2012	FY 2013
<b>Group 1</b> 7,758 emp. 147 classes	<b>Preparation &amp; Market Adjustments</b>	<b>Dry Run &amp; Market Adjustments</b>	<b>Implement &amp; Market Adjustments</b>	<b>Maintain</b>	<b>Maintain</b>
<b>Group 2</b> 6,833 emp. 249 classes	Market Adjustments	<b>Preparation &amp; Market Adjustments</b>	<b>Dry Run &amp; Market Adjustments</b>	<b>Implement &amp; Market Adjustment</b>	<b>Maintain</b>
<b>Group 3</b> 7,392 emp. 135 classes	Market Adjustments	Market Adjustments	<b>Preparation &amp; Market Adjustments</b>	<b>Dry Run &amp; Market Adjustment</b>	<b>Implement &amp; Market Adjustment</b>

\* FY 2009 will also involve the development and presentation of significant educational activities to inform employees, supervisors and managers of the new employee compensation system and address their questions.

### Market Adjustments

Recommendations for market adjustments for jobs within any Group will be part of each year's activities. Market alignment among classes varies substantially at this time. It may take several years of providing adjustments to bring some occupations to market while others may be achieved over a much shorter time period. Employees in some classes which are in Group 2 or 3 may receive market adjustments prior to the first year of their 3-year study cycle. It is our intent to bring each class up to market, or as close to market as possible, by the time the class moves to full implementation on the new plan. Once the classes are implemented, annual market studies will be conducted to identify any need for adjustment in order to maintain market alignment.

### First Year Activities

The first year of the 3-year cycle will involve preparation. The preparation will include the review and modification of current job classes; reallocation of positions to the proper job class; development of performance criteria; training on new performance standards and evaluations; and additional education for employees and supervisors. Employees will be compensated under the current system during the first year of the 3-year study for their Group.

### Second Year Activities

The second year of the 3-year cycle will involve a "dry run." Employees will be evaluated under the revised performance standards and agencies will provide the Division

of Personnel Service with a report detailing the performance evaluation experience; how the agency would have allocated their annual classified employee salary budget; the results of such actions, and proposed changes they believe are needed. Agencies will identify any need for training or changes in the performance review system and make such modifications. Employees will continue to be paid under the new employee compensation system.

### Third Year Activities

The third year of the 3-year cycle will involve full implementation for that Group. Employee compensation will be provided on the basis of the new employee compensation system. Jobs within this Group should be aligned with the relevant labor market. State agencies will work with the Division of Personnel Services to identify further modification and actions.

### Beyond the Third Year

After jobs are implemented into the new employee compensation system, annual market studies will be conducted to identify any need for adjustments to ensure market alignment. The employee compensation system and the administration of the new system will also be reviewed and evaluated to identify any needs for change.