

## MINUTES OF THE SENATE WAYS AND MEANS COMMITTEE

The meeting was called to order by Chairman Jay Emler at 10:30 a.m. on February 5, 2009, in Room 545-N of the Capitol.

All members were present.

## Committee staff present:

Alan Conroy, Kansas Legislative Research Department  
Michael Steiner, Kansas Legislative Research Department  
Estelle Montgomery, Kansas Legislative Research Department  
Amy Deckard, Kansas Legislative Research Department  
Julian Efird, Kansas Legislative Research Department  
Jill Wolters, Office of the Revisor of Statutes  
Daniel Yoza, Office of the Revisor of Statutes  
Melinda Gaul, Chief of Staff  
Shirley Jepson, Committee Assistant

## Conferees appearing before the committee:

Duane Goossen, Secretary, Department of Administration  
Carol Foreman, Deputy Secretary, Department of Administration

## Others attending:

See attached list.

**Introduction of Legislation**

Senator Teichman moved to introduce legislation concerning low income family postsecondary savings accounts incentive program (9rs0739). The motion was seconded by Senator Kelly. Motion carried on a voice vote.

Senator Teichman moved to introduce legislation concerning emergency medical services (EMS) board, authorizing the assessment of civil penalties (9rs0114). The motion was seconded by Senator Schodorf. Motion carried on a voice vote.

Senator Schmidt moved to introduce legislation concerning pharmacies and exchanging medications. The motion was seconded by Senator Kelly. Motion carried on a voice vote.

Senator Schmidt moved to introduce legislation concerning Department of Corrections and Juvenile Justice Authority with regard to the payment rate. The motion was seconded by Senator Schodorf. Motion carried on a voice vote.

Senator McGinn moved to introduce legislation concerning cities and rural water districts. The motion was seconded by Senator Schodorf. Motion carried on a voice vote.

Senator Schodorf moved to introduce legislation to create the Kansas tourism corporation (9rs0731). The motion was seconded by Senator Teichman. Motion carried on a voice vote.

Senator Emler moved to introduce legislation concerning EMS and subpoena authority (9rs0113). The motion was seconded by Senator McGinn. Motion carried on a voice vote.

Senator Emler moved to introduce legislation concerning EMS and criminal history record checks (9rs0112). The motion was seconded by Senator Taddiken. Motion carried on a voice vote.

Senator Emler moved to introduce legislation concerning EMS duties of emergency medical services board (9rs0111). The motion was seconded by Senator Vratil. Motion carried on a voice vote.

Senator Emler moved to introduce legislation concerning EMS related to amending and repealing existing statute (9rs0063). The motion was seconded by Senator Teichman. Motion carried on a voice vote.

## CONTINUATION SHEET

Minutes of the Senate Ways And Means Committee at 10:30 a.m. on February 5, 2009, in Room 545-N of the Capitol.

Duane Goossen, Secretary, Department of Administration, appeared before the Committee and requested the introduction of trailer legislation concerning the placing of a moratorium on state payments to the Kansas Public Employees Retirement System (KPERS) Death & Disability Fund as proposed in the Governor's Budget Recommendations for FY 2010.

Senator Taddiken moved to introduce legislation concerning the moratorium on state payment to the KPERS Death and Disability Fund (9rs0534). The motion was seconded by Senator Teichman. Motion carried on a voice vote.

### **Referral of Bill**

**SB 196** was referred to the KPERS Issues SubCommittee.

### **Presentation on State Employee Health Insurance Moratorium**

Duane Goossen, Secretary, Department of Administration, provided an overview of the Governor's Budget Recommendation (GBR) for placing a 7-pay period moratorium on agency payments into the State Employee Health Insurance Plan in FY 2010 (Attachment 1). Mr. Goossen noted that the state's health insurance plan runs on a calendar year basis and is funded through employee and state agency contributions. The moratorium on state agency payments will allow for a reduction of \$32.0 million in State General Fund (SGF) expenditures. The expenses for the plan during 2008 were \$28.6 million greater than revenue. It is anticipated that this trend will continue through 2009. Mr. Goossen stated that a 7-pay period moratorium on payments into the fund will deplete the balance further, leaving an estimated balance of \$101 million by the end of calendar year 2009.

Responding to questions from the Committee, Mr. Goossen stated that the Plan is funded with approximately 95 percent state contributions and approximately 5 percent employee contributions. For the first three years of the plan, expenses were flat; however, as expenses have increased, balances are being depleted. Mr. Goossen indicated that benefits will not be reduced during the 7-month moratorium. It is anticipated that there will need to be adjustments to the plan in CY 2011 or CY 2012 to avoid a negative balance.

The Committee voiced concern with placing a moratorium on state agency payments but continuing to charge state employees at the same rate. Mr. Goossen stated that the plan is reviewed and adjustments made on a yearly basis. There are 3 ways to adjust the plan, either through the employer contribution, employee contribution or benefits in the plan. In recent years, a co-pay has been added to some parts of the plan that lowers the overall cost of the plan for the employee. Mr. Goossen indicated that there are several non-state agencies, mainly at the local level, who participate in the State Employee Health Insurance Plan.

- The Committee requested information on how other states and other governmental entities provide health insurance plans for their employees.

A reserve calculation table prepared by the Kansas Health Policy Authority on the State Employee Health Plan was distributed to the Committee (Attachment 2).

### **Debt Restructuring Plan for FY 2009 and FY 2010**

Duane Goossen, Secretary, Department of Administration, provided an overview of debt restructuring on a portion of the state's bonded indebtedness as part of the Governor's plan to improve the balance in the SGF (Attachment 3). The proposal would still pay interest from the SGF, but FY 2009 and FY 2010 principal payments will be deferred and spread over the remaining years of the loan. The bond restructuring lowers expected debt service payments by \$14.0 million in FY 2009 and by \$39.0 million in FY 2010.

Steve Weatherford, President, Kansas Development Finance Authority, responded to questions from the Committee, stating that the bond restructuring would affect only those bonds being paid from the SGF. The restructuring would extend the date of maturity on some of the bonds to the year 2035. Over the life of the bonds, the restructuring of the 3 bond issues presently being considered, will cost an additional \$629,449 to

## CONTINUATION SHEET

Minutes of the Senate Ways And Means Committee at 10:30 a.m. on February 5, 2009, in Room 545-N of the Capitol.

the state in additional interest. Mr. Weatherford provided additional information on the debt analysis (Attachment 4).

Julian Efird, Legislative Research Department, provided an analysis of the debt restructuring as recommended by the Governor (Attachment 5).

### **Overview of the New State Employee Pay Plan**

Carol Foreman, Deputy Secretary, Department of Administration, presented an overview of the State Employee Pay Plan as developed with the assistance and extensive study by the Hay Group in 2007 and enacted with legislation passed by the 2008 Legislature (Attachment 6).

### **Adjournment**

The next meeting is scheduled for February 9, 2009.

The meeting was adjourned at 12:00 p.m.

**SENATE WAYS & MEANS COMMITTEE  
GUEST LIST**

**DATE: February 5, 2009**

NAME	REPRESENTING
D. Moyer	KHPA
Mike Michael	KHPA
Robbie Berry	SLS
Patrick Woods	SLS
Jim Snyder	SFL
Kim Fowler	Judicial Branch
Ken Otte	DOA
Kraig Knowlton	DOEA
Wil Leiker	KS AFL-CIO
Jane Carter	KS Organization of State Employees
Dennis Phillips	KSCFF
Ed Redman	KSCFF
George Vega	DoA
Mike Heitler	KAMU
N. Zogelman	Polzinelli
Barbara Toobelson	KID
Chris Hollenbeck	KID
Mark McClaffin	KID
Craig Van Aalst	KID
Lindy Hermes	KID
BRUCE BURDITT	KDOT
Ethan ERICKSON	KDOT
HOWARD SMITH	PITTSBURG STATE UNIVERSITY

SENATE WAYS & MEANS COMMITTEE  
GUEST LIST

DATE: \_\_\_ February 5, 2009 \_\_\_

NAME	REPRESENTING
DICK CANTOR	TIAK
Marilyn Jacobson	DOH
Steve Weatherford	KDFA
MARK BORANYA K	CAPITOL STRATEGISTS
Nancy Hauffler	DOA

MEMORANDUM

TO: Senate Ways and Means Committee

FROM: Duane Goossen

DATE: February 4, 2009

SUBJECT: Moratorium on agency payments into state employee health plan

The Governor's FY 2010 budget recommends a 7-pay period moratorium on state agency payments into the state employee health plan fund.

In FY 2010 state agencies are expecting to pay \$419.11 per month per full-time employee into the fund. Where State General Fund dollars are to be used to make the payments, a 7-pay period moratorium allows SGF appropriations to be reduced by \$32.0 million. Where special revenue funds are to be used to make the payments, the savings to the special revenue funds from the moratorium—\$23.7 million—are proposed for transfer to the SGF. (Federal funds and selected special revenue funds are not included in the proposed transfers.)

The state employee health plan runs on a calendar year basis. At the beginning of calendar year 2009 the combined balances in the reserve and clearing funds totaled \$194.7 million. During calendar year 2008, expenses to the plan were \$28.6 million greater than revenue. In calendar year 2009 expenses are again expected to exceed revenue by about \$39 million. A 7-pay period moratorium on payments into the fund would deplete the balance further, leaving an estimated balance of \$101 million at the end of calendar year 2009.

Updated 1-20-2008 to Include Governor's Budget Recommendation

**Kansas Health Policy Authority  
Reserve Calculation  
Medical, Pharmacy, Dental and Vision**

Year	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	
<b>Beginning Total Reserve Balance</b>											
Reserve earning interest	10,714,668	11,269,564	11,657,421	12,112,060	12,584,430	13,075,223	13,585,157	14,114,978	(44,119,506)	(63,500,008)	
Reserve not earning interest	181,189,986	212,102,003	183,032,852	89,233,749	53,499,925	20,396,155	(9,608,498)	(36,294,071)	0	0	
<b>Total Beginning Reserve Balance</b>	<b>191,904,654</b>	<b>223,371,567</b>	<b>194,690,273</b>	<b>101,345,809</b>	<b>66,084,356</b>	<b>33,471,378</b>	<b>3,976,659</b>	<b>(22,179,093)</b>	<b>(44,119,506)</b>	<b>(63,500,008)</b>	<b>(78,102,541)</b>
<b>Total Employer Contributions</b>	<b>228,190,918</b>	<b>246,219,378</b>	<b>188,732,969</b>	<b>266,947,972</b>	<b>286,969,070</b>	<b>308,491,750</b>	<b>331,628,631</b>	<b>356,500,779</b>	<b>383,238,337</b>	<b>411,981,212</b>	<b>442,879,803</b>
<b>Total Participant Contributions</b>	<b>124,331,527</b>	<b>103,260,805</b>	<b>114,526,656</b>	<b>118,770,489</b>	<b>127,138,448</b>	<b>136,119,974</b>	<b>145,744,678</b>	<b>156,059,230</b>	<b>167,113,673</b>	<b>178,961,652</b>	<b>191,660,668</b>
<b>Total Contributions</b>	<b>352,522,445</b>	<b>349,480,283</b>	<b>303,259,625</b>	<b>385,718,460</b>	<b>414,107,518</b>	<b>444,611,724</b>	<b>477,373,309</b>	<b>512,560,009</b>	<b>550,352,010</b>	<b>590,942,864</b>	<b>634,540,471</b>
<b>Total Plan Expenses</b>	<b>321,610,398</b>	<b>378,549,434</b>	<b>397,058,728</b>	<b>421,452,284</b>	<b>447,211,289</b>	<b>474,616,377</b>	<b>504,058,882</b>	<b>535,050,906</b>	<b>568,011,853</b>	<b>603,068,896</b>	<b>640,357,480</b>
<b>Interest on Reserve Fund</b>	<b>554,896</b>	<b>387,857</b>	<b>454,639</b>	<b>472,370</b>	<b>490,793</b>	<b>509,934</b>	<b>529,821</b>	<b>550,484</b>	<b>(1,720,661)</b>	<b>(2,476,500)</b>	<b>(3,045,999)</b>
<b>Net Cashflow (Contributions- expenses+Interest)</b>	<b>31,466,942</b>	<b>(28,681,294)</b>	<b>(93,344,464)</b>	<b>(35,261,453)</b>	<b>(32,612,978)</b>	<b>(29,494,719)</b>	<b>(26,155,752)</b>	<b>(21,940,413)</b>	<b>(19,380,503)</b>	<b>(14,602,532)</b>	<b>(8,563,008)</b>
<b>Cashflow as % of expenditures</b>	<b>9.8%</b>	<b>-7.6%</b>	<b>-23.5%</b>	<b>-8.4%</b>	<b>-7.3%</b>	<b>-6.2%</b>	<b>-5.2%</b>	<b>-4.1%</b>	<b>-3.4%</b>	<b>-2.4%</b>	<b>-1.4%</b>
<b>Ending Available Balance (Reserve Ending Balance)</b>	<b>223,371,567</b>	<b>194,690,173</b>	<b>101,345,809</b>	<b>66,084,356</b>	<b>33,471,378</b>	<b>3,976,659</b>	<b>(22,179,093)</b>	<b>(44,119,506)</b>	<b>(63,500,008)</b>	<b>(78,102,541)</b>	<b>(86,965,549)</b>
<b>Target Reserve</b>	<b>45,353,463</b>	<b>53,383,000</b>	<b>55,993,179</b>	<b>63,161,108</b>	<b>67,021,491</b>	<b>71,128,566</b>	<b>75,540,978</b>	<b>80,185,609</b>	<b>85,125,314</b>	<b>90,379,152</b>	<b>95,957,420</b>
<b>Ending Reserve-Target Reserve</b>	<b>178,018,103</b>	<b>141,307,273</b>	<b>45,352,630</b>	<b>2,923,247</b>	<b>(33,550,113)</b>	<b>(67,151,906)</b>	<b>(97,720,070)</b>	<b>(124,305,115)</b>	<b>(148,625,323)</b>	<b>(168,481,692)</b>	<b>(182,932,969)</b>
<b>Factors</b>											
Employer % increase (eff. July 1)	0.00%	0.00%	4.50%	7.50%	7.50%	7.50%	7.50%	7.50%	7.50%	7.50%	7.50%
Employee contribution % (eff. Jan 1)	0.00%	0.00%	5.00%	7.50%	7.50%	7.50%	7.50%	7.50%	7.50%	7.50%	7.50%

Senate Ways & Means Cmte  
Date 2-05-2009  
Attachment 2

KANSAS HEALTH POLICY

01-25-09 13:32 Pg: 2/3

MEMORANDUM

TO: Senate Ways and Means Committee

FROM: Duane Goossen

DATE: February 5, 2009

SUBJECT: Debt Restructuring

As part of the effort to balance the FY 2009 and FY 2010 budgets, a portion of the state's bonded indebtedness is being restructured to achieve budgetary relief. Where possible, State General Fund serviced bonds will be restructured so that interest on the debt is still paid from the State General Fund, but FY 2009 and FY 2010 principal payments will be deferred and spread over the remaining years of the loan. The restructuring will be done in three transactions, one in the spring of 2009, another in the fall of 2009, and the final transaction in the spring of 2010. The bond restructuring lowers expected debt service payments by \$14.0 million in FY 2009 and by \$39.0 million in FY 2010. The table below shows the agencies affected and the amount of budgetary savings in each agency.

	Principal Refinanced	
	FY 2009	FY 2010
Department of Administration	\$ 11,927,500	\$ 24,050,000
KPERS	--	2,575,000
Board of Regents	--	6,380,000
Pittsburg State University	160,000	165,000
University of Kansas	--	720,000
Wichita State University	--	1,340,000
Department of Corrections	40,000	835,000
Kansas Bureau of Investigation	280,000	300,000
Adjutant General	1,195,000	1,455,000
Kansas State Fair	410,000	1,210,000
	<u>\$ 14,012,500</u>	<u>\$ 39,030,000</u>



## Memorandum – State General Fund Debt Analysis

**Date:** Wednesday, February 4, 2009

**Subject:** Restructuring of State General Fund Debt to Provide Budgetary Relief

The restructuring presented below consists of three current refunding transactions over the next 15 months. Each of the bond transactions is a current refunding of principal maturing within 90 days of the transaction settlement date. Phasing the restructuring in three transactions allows the Authority to preserve optionality on the refunding bonds (by avoiding an advance refunding) and mitigates the significant negative arbitrage associated with escrowing debt service payments.

Bond Transaction	Settlement Date	Tax Status	Refunded Principal	Fiscal Year Impact	Budgetary Relief	Present Value Savings	Bond TIC
1	2/25/2009	Tax-Exempt/ Taxable	14,012,500	2009	14,012,500	(629,449)	6.81%
2	8/15/2009	Tax Exempt/ Taxable	25,085,000	2010	25,085,000	(373,961)	5.59%
3	2/15/2010	Tax-Exempt/ Taxable	14,245,000	2010	14,245,000	(155,283)	6.38%
					53,342,500	(1,158,693)	

As presented in the summary below, the analysis shows that a series of three refunding transactions can provide over \$14 million of FY 2009 budgetary relief and over \$39 million of relief in FY 2010. These transactions come with some present value costs to the State due to costs of issuance associated with each transaction, negative arbitrage in the escrow, and in some cases, lengthening the term of the debt. The aggregate present value cost to receive budgetary relief is approximately \$1.16 million on the assumptions outlined in the section below.

A graphical representation of the State's outstanding debt before and after the series of refundings along with the amortization schedule related to each financing is included as an attachment to this memorandum.

### Considerations

Please note the following considerations when reviewing this analysis:

#### **Additional Budgetary Relief.**

Reallocating the timing of these transactions and adding an additional refunding could result in additional budgetary relief in FY 2010 in the approximate amount of \$4 million.

#### **Bond Counsel Review.**

If the Authority chooses to proceed with any or all of the financings, it will be important to seek input and approval from bond counsel. There may be certain legal and tax issues associated with these transactions.

#### **Impact on State Departments.**

As illustrated in the chart below, each bond transaction refunds several underlying transactions. Each of the underlying financings was issued for a unique purpose and on

Senate Ways & Means Cmte

Date 2-05-2009

Attachment 4

behalf of different departments within the State. The Authority may want to review the transactions with the State to ensure that there are no internal or operative issues associated with the restructuring of the General Fund debt.

Refunded Principal by Issue								
Bond Transaction 1			Bond Transaction 2			Bond Transaction 3		
Series	Principal (\$000's)	Maturity Date	Series	Principal (\$000's)	Maturity Date	Series	Principal (\$000's)	Maturity Date
1993L	222.5	3/1/09	2003H	3,980	9/1/09	2001S	265	3/1/10
2001S	385	3/1/09	1999A	150	10/1/09	1996J*	70	4/1/10
2004A	410	4/1/09	2000V	1,100	10/1/09	2004A	430	4/1/10
2004G	1,030	4/1/09	2001W	850	10/1/09	2004G	1,100	4/1/10
2004C	10,070	5/1/09	2000W	630	10/1/09	2004C	10,415	5/1/10
2005H	1,255	5/1/09	2002C	705	10/1/09	2005H	1,300	5/1/10
2006L	640	5/1/09	2006A	7,300	11/1/09	2006L	665	5/1/10
			2007K	1,955	11/1/09			
			2008L	2,100	11/1/09			
			2003C	1,280	11/1/09			
			2005D	5,035	11/1/09			
<b>Totals</b>	<b>14,012.5</b>			<b>25,085</b>			<b>14,245</b>	

\*Term Bond

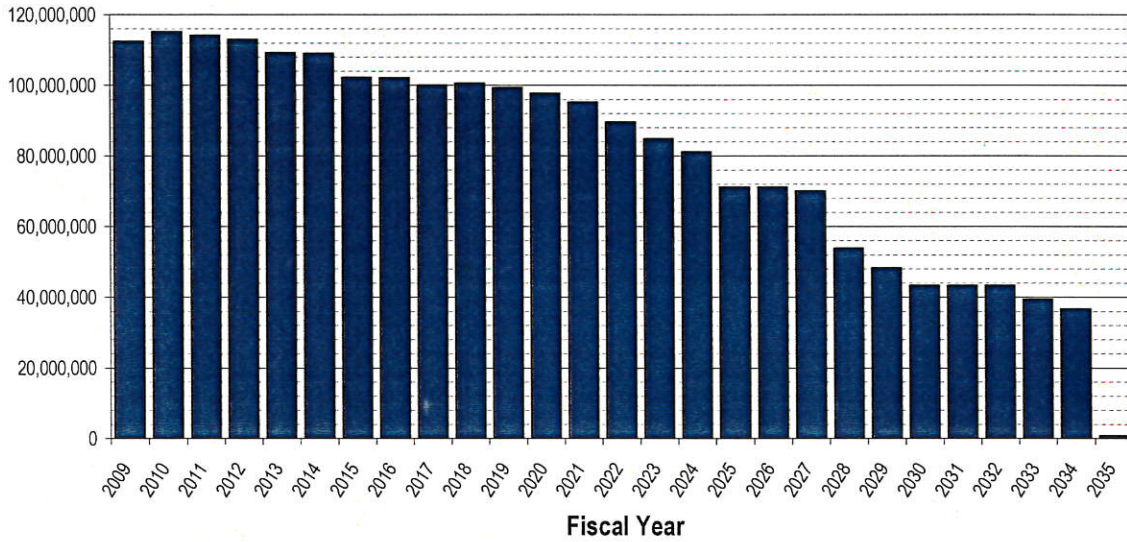
#### Assumptions.

The analysis includes underlying assumptions based on today's market. Assumptions include taxable and tax-exempt interest rates based on current market conditions for the FY2009 transaction, costs of issuance based on the Authority's prior transactions, gross funded escrow and capitalized interest accounts, capitalized interest through FY2010, and a present value discount factor equal to the rate on each refunding transaction. If the conditions realized at execution of these transactions differ from the set of assumptions included in the analysis, it is possible that the results of the restructuring plan may differ as well.

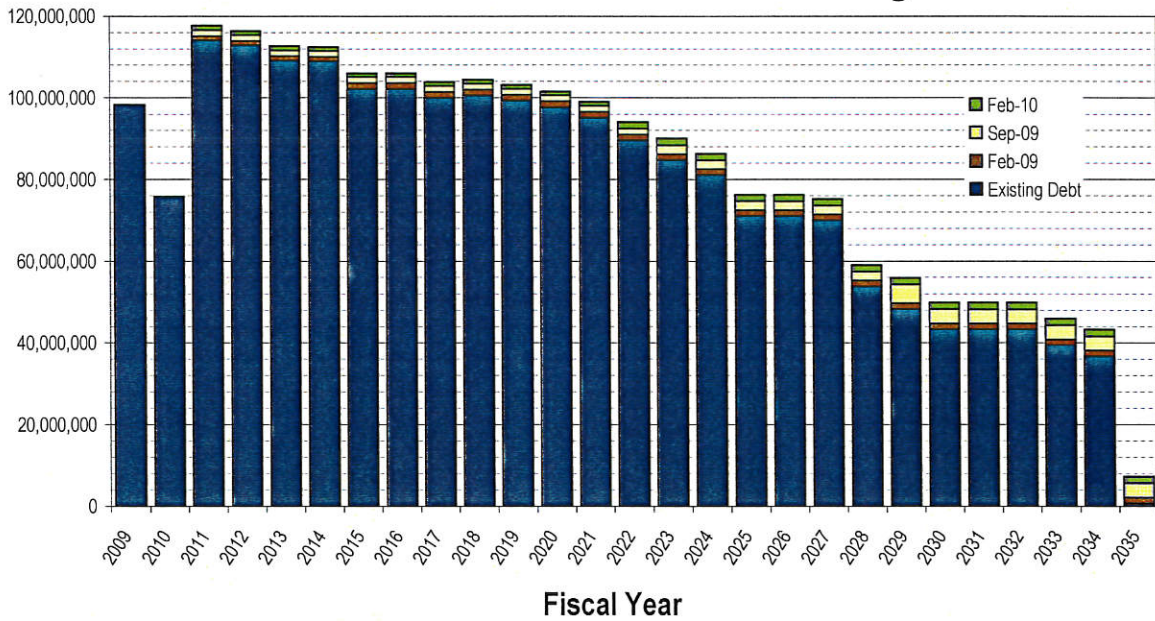
4-2

# ATTACHMENT

## SGF Debt Service - Before Refundings



## SGF Debt Service - After Refundings



4-3

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H-H

Impact of Refunding Transactions on Aggregate Debt Service									
Fiscal Year	Total Debt Service Before Refunding	Bond #1		Bond #2		Bond #3		Total Debt Service After Refunding	Fiscal Year Savings
		Less: Refunded Debt Service	Plus: Refunding Net Debt Service	Less: Refunded Debt Service	Plus: Refunding Net Debt Service	Less: Refunded Debt Service	Plus: Refunding Net Debt Service		
2009	112,359,881	14,012,500						98,347,381	14,012,500
2010	115,089,820			25,085,000		14,245,000		75,759,820	39,330,000
2011	114,069,314		1,034,659		1,493,037		1,098,929	117,695,939	(3,626,625)
2012	112,874,552		1,034,659		1,493,037		928,672	116,330,920	(3,456,368)
2013	109,183,826		1,034,659		1,493,037		928,672	112,640,194	(3,456,368)
2014	108,963,907		1,034,659		1,493,037		928,672	112,420,275	(3,456,368)
2015	102,197,676		1,419,659		1,493,037		928,672	106,039,044	(3,841,368)
2016	102,170,891		1,418,066		1,493,037		928,672	106,010,666	(3,839,776)
2017	100,027,899		1,420,319		1,493,037		928,672	103,869,927	(3,842,028)
2018	100,552,700		1,416,094		1,493,037		928,672	104,390,503	(3,837,803)
2019	99,298,729		1,415,714		1,493,037		928,672	103,136,152	(3,837,423)
2020	97,695,966		1,418,856		1,493,037		928,672	101,536,531	(3,840,566)
2021	95,197,505		1,422,581		1,493,037		928,672	99,041,796	(3,844,291)
2022	89,567,299		1,419,138		1,493,037		1,593,672	94,073,145	(4,505,847)
2023	84,804,360		1,418,750		2,184,192		1,589,317	89,996,619	(5,192,259)
2024	81,103,916		1,421,075		2,184,681		1,592,011	86,301,683	(5,197,767)
2025	71,076,615		1,420,888		2,186,463		1,591,275	76,275,241	(5,198,626)
2026	71,063,582		1,419,175		2,184,468		1,587,099	76,254,323	(5,190,741)
2027	70,012,569		1,424,240		2,183,561		1,589,557	75,209,927	(5,197,358)
2028	53,853,005		1,420,558		2,188,280		1,587,978	59,049,820	(5,196,815)
2029	48,292,739		1,418,390		4,589,776		1,587,263	55,888,167	(7,595,428)
2030	43,350,864		1,417,368		3,482,230		1,587,063	49,837,524	(6,486,660)
2031	43,329,909		1,422,120		3,482,308		1,587,027	49,821,363	(6,491,454)
2032	43,316,614		1,417,015		3,483,661		1,591,802	49,809,091	(6,492,478)
2033	39,430,248		1,417,315		3,480,926		1,590,696	45,919,185	(6,488,937)
2034	36,735,586		1,417,388		3,478,749		1,588,037	43,219,759	(6,484,174)
2035	758,336		1,421,863		3,481,361		1,591,389	7,252,948	(6,494,612)
	2,146,378,306	14,012,500	33,945,204	25,085,000	56,507,103	14,245,000	32,639,832	2,216,127,944	(69,749,639)

# KANSAS LEGISLATIVE RESEARCH DEPARTMENT

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January 29, 2009

**To:** Senate Ways and Means Committee  
**From:** Julian Efird, Principal Analyst  
**Re:** Governor's Proposed Debt Restructuring Plan for FY 2009 and FY 2010

In the *Governor's FY 2010 Budget Report*, Volume 1, page 196, a recommendation for debt restructuring is detailed as a plan to help balance the FY 2009 and FY 2010 budgets. The Governor recommends a plan that includes a portion of the state's bonded indebtedness that is to be restructured in order to achieve budgetary relief. The Governor's recommendation states that where possible, State General Fund serviced bonds will be restructured so that interest on the debt is paid from the State General Fund in FY 2009 and FY 2010, but principal payments in those cases will be "deferred" in FY 2009 and FY 2010, then spread over the remaining years of the loan. The Governor concludes in recommending that the bond restructuring lowers the expected State General Fund debt service payments by \$14.0 million in FY 2009 and by \$39.0 million in FY 2010, for a total of \$53.0 million in debt payment relief for the State General Fund.

In essence, the Governor's bond restructuring proposal would use the proceeds from a series of three new bond issues during FY 2009 and FY 2010 to make the principal payments on certain outstanding bond issues, thus relieving the State General Fund obligation of making certain principal payments in those fiscal years. Then, the Governor's proposal would spread the repayment of the three new bond issues over a period of years, beginning in FY 2011, and continuing until FY 2035. The Governor's recommendation is to pay \$53.0 million of current obligations in the FY 2009 and FY 2010 budgets with the new bond proceeds, and then make a series of repayments for the "deferred" debt restructuring that totals approximately \$121.0 million over the term of the new bonds, based on an estimate provided by the Kansas Development Finance Authority (K DFA). The estimated interest cost over the term is \$68.0 million.

## Background

The Governor's recommended plan would reduce State General Fund expenditures in FY 2009 and FY 2010 by a total of \$53.3 million for certain outstanding bond issues associated with specific agencies and projects as noted in Table 1.

Table 2 shows the various outstanding bond issues that would be included in the Governor's recommended plan for debt restructuring. The "refunding amount" refers to the funding obligation that is shifted from the State General Fund to the bond proceeds, as noted in Table 2. Bond proceeds would be used to make principal payments in FY 2009 and FY 2010 for the outstanding bond issues listed in Table 2.

Table 3 shows the bond repayment schedules for each of the three new issues identified as bond series 1, 2, and 3. An annual amount for repayments by fiscal year also is included in Table 3. Repayments through FY 2035 would total \$121.4 million, of which an estimated \$68.1 million would be interest. The final cost may be more or less, depending upon the actual sales of the bonds and the final interest rates established by the three different sales.

The rationale for three new bond issues is related to a requirement that each of the bond transactions must be concluded within 90 days of the settlement date for issuing the new bonds and the time at which the principal payments outstanding are due on the existing bonds. The first new bond issue will be used to pay outstanding bond principal amounts due March 1, April 1, and May 1, 2009 (in FY 2009). The second new bond issue will be used to pay outstanding bond principal amounts due September 1, October 1, and November 1, 2009 (in FY 2010). The third new bond issue will be used to pay outstanding bond principal amounts due March 1, April 1, and May 1, 2010 (in FY 2010).

Enclosures

Bond Refinancing

**Table 1: Governor's Recommendation  
Reductions in SGF Principal**

	FY 2009	FY 2010
<b>Dept. of Administration</b>		
Energy Conservation	\$ (352,500)	\$ (70,000)
Statehouse Imprv.	(1,190,000)	(5,870,000)
KPERS Pension \$500M	(10,070,000)	(10,415,000)
Public TV Digital Conv.	(315,000)	(325,000)
Judicial Ctr	-	(70,000)
KDOT Hwy	-	(7,300,000)
<b>Subtotal -- DoA</b>	<b>\$ (11,927,500)</b>	<b>\$ (24,050,000)</b>
<b>KPERS 13th Check</b>	<b>\$ -</b>	<b>\$ (2,575,000)</b>
<b>Board of Regents</b>		
University R&D	\$ -	\$ (4,975,000)
KPERS TIAA Bonds	-	(1,405,000)
<b>Subtotal - BoR</b>	<b>\$ -</b>	<b>\$ (6,380,000)</b>
<b>PSU Armory Ctr</b>	<b>\$ (160,000)</b>	<b>\$ (165,000)</b>
<b>KU School of Pharmacy</b>	<b>\$ -</b>	<b>\$ (720,000)</b>
<b>WSU Aviation Resch</b>	<b>\$ -</b>	<b>\$ (1,340,000)</b>
<b>Dept. of Corrections</b>		
El Dorado Facility	\$ (40,000)	\$ (40,000)
Infrastructure	-	(645,000)
Dept. of Corrections	-	(150,000)
<b>Subtotal - DoC</b>	<b>\$ (40,000)</b>	<b>\$ (835,000)</b>
<b>KBI Headqtrs Bldg*</b>	<b>\$ (280,000)</b>	<b>\$ (300,000)</b>
<b>Adjutant General</b>		
Armory Rehab Repair	\$ (1,140,000)	\$ (1,395,000)
Armory PSU	(55,000)	(60,000)
<b>Subtotal - AdjGen</b>	<b>\$ (1,195,000)</b>	<b>\$ (1,455,000)</b>
<b>Kansas State Fair</b>	<b>\$ (410,000)</b>	<b>\$ (1,210,000)</b>
<b>TOTALS</b>	<b>\$ (14,012,500)</b>	<b>\$ (39,030,000)</b>

\* FY 2009 amount of \$285,000 also in GBR data base.

Source: GBR, Vol. 1 page 196 for agencies and totals; bond details KLRD.

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**Table 2: Detail of Proposed Debt Restructuring Plan -- FY 2009 and FY 2010**

Issue	Purpose	Principal Amount	Refunding Amount
1993L	Energy Conservation Revenue Bonds, (State Building Conservation Projects)	\$ 445,000	\$ 222,500
2001S	Kansas Public Broadcasting Council Digital Conversion Projects, Series 2001L	255,000	255,000
	State Building Energy Conservation Projects, Series 2001P (Refunding of 1992G)	130,000	130,000
2004G	G-1: DOA, Division of Facilities Management, Capital Restoration	750,000	750,000
	G-2: DOA, Division of Facilities Management, Refunding 1994C-89F KBI	280,000	280,000
2004C	2004C KPERS (Taxable)	10,070,000	10,070,000
2004A	2004A-2 State Fair	410,000	410,000
2005H	DOA - Refunding Public Broadcasting Council BAN	60,000	60,000
	DOA - Refunding Capitol Restoration 2000V	15,000	15,000
	Adjutant General - Refunding Armories Renov. BAN	210,000	210,000
	Adjutant General - Refunding Armories 2004A-4	300,000	300,000
	Adjutant General - Refunding Armories 2003J-2	365,000	365,000
	Adjutant General - Refunding Armories 2001W-6	130,000	130,000
	Adjutant General - Refunding Armories 2000T	135,000	135,000
	DOC - Refunding El-Dorado 1999H	40,000	40,000
2006L	Capitol Restoration	425,000	425,000
	Pittsburg State University	160,000	160,000
	Adjutant General	55,000	55,000
<b>Bond Issue 1 Total:</b>		<b>\$ 14,235,000</b>	<b>\$ 14,012,500</b>
SUBTOTAL -- FY 2009		<b>\$ 14,235,000</b>	<b>\$ 14,012,500</b>
Issue	Purpose	Principal Amount	Refunding Amount
1999A	Department of Corrections	\$ 150,000	\$ 150,000
2000V	DOA, Division of Facilities Management, Capital Restoration, Phase I-A	1,100,000	1,100,000
2000W	DOA, Division of Facilities Management, Capital Restoration, Phase I-B	630,000	630,000
2001W	Kansas State Fair at Hutchinson - Capital Improvement Project	780,000	780,000
	DOA, Judicial Center & Capitol Complex Improvements	70,000	70,000
2002C	State Capitol Restoration Parking Facility Project	705,000	705,000
2003H	KPERS, 13th Check Group	2,575,000	2,575,000
	KPERS, TIAA - Board of Regents	1,405,000	1,405,000
2003C	University R&D Bonds	1,830,000	1,280,000
2005D	University R&D Bonds (TAXABLE)	5,035,000	5,035,000
2006A	DOA Comprehensive Transportation Program	7,300,000	7,300,000
2007K	State of Kansas Projects State House Renovation	905,000	905,000
	State of Kansas Projects	300,000	300,000
	State of Kansas Projects Adj Gen Armory	105,000	105,000
	State of Kansas Projects	645,000	645,000
2008L	State Projects - State Capitol Restoration	1,310,000	1,275,000
	State Projects - Refund Adj Gen Armory BAN 2008-2	105,000	105,000
	State Projects - KU Pharmacy Lawrence	560,000	560,000
	State Projects - KU Pharmacy Wichita	160,000	160,000
<b>Bond Issue 2 Total:</b>		<b>\$ 25,670,000</b>	<b>\$ 25,085,000</b>
Issue	Purpose	Principal Amount	Refunding Amount
1996J	Energy Conservation Revenue Bonds, (State Building Conservation Projects)	\$ 70,000	\$ 70,000
2001S	Kansas Public Broadcasting Council Digital Conversion Projects, Series 2001L	265,000	265,000
2004G	G-1: DOA, Division of Facilities Management, Capital Restoration	800,000	800,000
	G-2: DOA, Division of Facilities Management, Refunding 1994C-89F KBI	300,000	300,000
2004C	2004C KPERS (Taxable)	10,415,000	10,415,000
2004A	2004A-2 State Fair	430,000	430,000
2005H	DOA - Refunding Public Broadcasting Council BAN	60,000	60,000
	DOA - Refunding Capitol Restoration 2000V	15,000	15,000
	Adjutant General - Refunding Armories Renov. BAN	220,000	220,000
	Adjutant General - Refunding Armories 2004A-4	320,000	320,000
	Adjutant General - Refunding Armories 2003J-2	375,000	375,000
	Adjutant General - Refunding Armories 2001W-6	130,000	130,000
	Adjutant General - Refunding Armories 2000T	140,000	140,000
	DOC - Refunding El-Dorado 1999H	40,000	40,000
2006L	Capitol Restoration	440,000	440,000
	Pittsburg State University	165,000	165,000
	Adjutant General	60,000	60,000
<b>Bond Issue 3 Total:</b>		<b>\$ 14,245,000</b>	<b>\$ 14,245,000</b>
SUBTOTAL -- FY 2010		<b>\$ 25,670,000</b>	<b>\$ 25,085,000</b>
GRAND TOTAL -- FY 2009 & FY 2010		<b>\$ 39,905,000</b>	<b>\$ 39,097,500</b>

Source: Kansas Development Finance Authority.

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Impact of Refunding Transactions

**Table 3: Refunding Bonds**

FY	Bond Series 1	Bond Series 2	Bond Series 3	Totals
11	\$ 984,828	\$ 1,493,037	\$ 1,098,929	\$ 3,576,794
12	984,828	1,493,037	928,672	3,406,537
13	984,828	1,493,037	928,672	3,406,537
14	984,828	1,493,037	928,672	3,406,537
15	1,349,828	1,493,037	928,672	3,771,537
16	1,351,796	1,493,037	928,672	3,773,505
17	1,347,187	1,493,037	928,672	3,768,896
18	1,351,316	1,493,037	928,672	3,773,025
19	1,348,552	1,493,037	928,672	3,770,261
20	1,349,211	1,493,037	928,672	3,770,920
21	1,350,798	1,493,037	928,672	3,772,507
22	1,350,023	1,493,037	1,593,672	4,436,732
23	1,346,886	2,184,192	1,589,317	5,120,395
24	1,351,386	2,184,681	1,592,011	5,128,078
25	1,347,848	2,186,463	1,591,275	5,125,586
26	1,351,611	2,184,468	1,587,099	5,123,178
27	1,346,998	2,183,561	1,589,557	5,120,116
28	1,349,348	2,188,280	1,587,978	5,125,606
29	1,347,986	4,589,776	1,587,263	7,525,025
30	1,347,911	3,482,230	1,587,063	6,417,204
31	1,348,786	3,482,308	1,587,027	6,418,121
32	1,350,273	3,483,661	1,591,802	6,425,736
33	1,347,195	3,480,926	1,590,696	6,418,817
34	1,349,980	3,478,749	1,588,037	6,416,766
35	1,349,248	3,481,361	1,591,389	6,421,998
<b>Totals</b>	<b>\$ 32,273,479</b>	<b>\$ 56,507,100</b>	<b>\$ 32,639,835</b>	<b>\$ 121,420,414</b>
Principal	\$ 14,010,000	\$ 25,085,000	\$ 14,245,000	\$ 53,340,000
Interest*	18,263,479	31,422,100	18,394,835	68,080,414

Note: May not add due to rounding.

\* Estimated and may not include other costs of refunding.

Source: Kansas Development Finance Authority.

5-5

# Overview of the New Pay Plan

Before the Senate Committee on Ways and Means  
February 5, 2009

By Carol Foreman, Deputy Secretary  
Department of Administration

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*.

The Task Force met first 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*.

The Commission then met four times throughout the summer and fall of 2007, reviewing the State's current practices, hearing from key stakeholders and discussing the new direction for compensation that would meet the changing needs of the modern workforce. On October 15, 2007, Mr. Kenning presented the Hay Group's proposals for the redesign and implementation of a new pay plan for the State of Kansas. At the conclusion of the meeting, the Commission voted unanimously to propose the plans recommended by the Hay Group to the 2008 Legislature.

Following the unanimous approval of a Joint Committee at the beginning of the 2008 Legislature, the Commission's recommendations were set out in legislation. The 2008 Legislature formally authorized and adopted the Commission's recommendations by passage of 2008 Substitute for House Bill 2916, and the bill was signed into law by the Governor on May 16, 2008.

## 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.

Senate Ways & Means Cmte  
Date 2-05-2009  
Attachment 6

The Hay Group's recommended plans are as follows:

1. Basic Vocational Pay Plan – 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 – 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 – 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 – 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 – 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 III*. 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, along with a number of additional considerations such as cost, internal equity and ease of transition. The numbers in the “plan” column of the attachment correspond with the numbering of the pay plans used above. This and other information regarding the new pay plans can be found at the following website: <http://www.da.ks.gov/newpayplans/default.htm>

### Implementation

Based on the recommendations of the Hay Group, these pay plans will be implemented over a five year period, beginning in FY2009 and lasting through FY2013. For implementation purposes, the classified workforce was 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 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 IV* 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

In addition to hearing from State employees about the problems with the State's pay plan, the members of the Commission heard from State employees that the State's current performance review system does not work. Employees told the members of the Commission that they did not believe that their supervisors were capable of effective performance management and several expressed concern with the possibility of allowing supervisors to have an impact on employees' pay. Based on this information, the Hay Group's recommendations to the Commission also included a proposal to develop a new performance management system.

### Funding

The final, and most important, piece of the plan is the funding 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 plans, strategic funding is critical to the success of the plan.

The 2008 Legislature supported the Governor's proposal for \$16 million worth of market adjustments for State employees beginning in FY2009, and made a strong demonstration of commitment to this initiative, by including a funding plan for the remainder of the five-year implementation period in the legislation authorizing and enacting the implementation of the new plans. The Governor has again proposed \$16 million for the continuation of these critical market adjustments for FY2010. As indicated in *Attachment IV*, these strategic increases will not be limited to classifications assigned to a particular pay plan or implementation group, but will be provided to employees throughout the State workforce, as they were in FY2009.

## 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 was recommended to 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.

In recognition of this, 2008 Substitute for House Bill 2008 included provisions establishing the State Employee Pay Plan Oversight Committee. This committee includes members from both the House and Senate as well as appointees of the Governor, including one member representing employee organizations. This Committee has met on three occasions since the 2008 Legislative session, hearing information and providing direction on the implementation of the new pay plans.

## Implementation Efforts to Date

### **Group 1 Salary Survey**

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.

Pursuant to this system, a salary survey was conducted in the Fall of 2008 for benchmark classifications assigned to Group 1. Surveys were sent to 465 employers, including private and public employers within the State, as well as to other states. Responses were received from 178 of the employers, but after quality control efforts, it was determined that only 157 of the responses can be used. This results in a 34% response rate and a list of the respondents is included as *Attachment V*.

While this may seem like a very low response rate, this was not an unforeseen occurrence. Largely due to the types of industries that were included in the survey, a low response rate was anticipated so the survey was intentionally over built. So, while the response rate appears low, it is important to remember that the 157 responses is over two times the number of responses that the Hay Group received to their survey in 2006 and the Group 1 survey focused on only a third of the workforce. As a result, staff from DPS who are conducting the surveys are very comfortable with the number of responses and have no concerns that the low response rate will have any impact on the validity of the survey.

In addition, the amount of quality control that was performed means that DPS has a very high degree of confidence in the data that was received. However, due to the extent of the quality control that was performed, the process has taken significantly longer than anticipated. As a result, the results are not finished and have not been presented to the Oversight Committee at this time. It is anticipated that the work will be completed within the next few weeks.

## Classification Review

With respect to the comprehensive classification review of the positions in classifications assigned to Group 1, the teams of DPS and agency staff who conducted those reviews completed their work in November. Staff from DPS are currently in the process of finalizing a report that will list each agency's positions along with the classification to which the position is recommended to be allocated.

In addition to the review of the positions, the review teams also conducted a review of the classifications themselves. As a result of this review, there will also be a number of changes proposed to existing classifications, several new classifications as well as a new format for the class specifications. These recommendations were based primarily on information obtained from focus groups that have been conducted with employees over the past year. This information will be posted to the DPS website within the next few weeks, and will be done in conjunction with the notification to agencies about the recommended allocation of their positions in Group 1.

## New Performance Management Process

The new Performance Management Process was developed through the work of two teams, with assistance and expertise provided by staff from DPS and the Hay Group. The first of these teams was the Design Team which was comprised of employees from different roles, agencies, levels of responsibility and representing classifications assigned to all five of the new pay plans. As the name implies, the Design Team was responsible for the design of the new PMP.

The second team that was formed was the Steering Committee. This team was comprised of Agency Heads, or their non-HR designees, two HR Managers, an employee representative, and Senator Vicki Schmidt, who represented the Commission. As leaders in the State of Kansas workforce, the role of the Steering Committee was to insure that the work of the Design Team coincided with the best interests of State government, and once the new process was designed, to champion and support the new process as it is implemented statewide.

The new PMP is intended to be a cooperative system based on the employee and supervisor communicating to agree upon goals and objectives, and has a particular emphasis on performance planning, coaching and feedback. The intent is to involve employees in the performance planning process so that they not only have a role in setting their goals, but also have a clear understanding of what is expected of them.

The new PMP has several important differences from the State's current system, including:

- The incorporation of competencies for employees, which provide a way to evaluate and recognize not only the duties the employee performs, but also the manner in which those duties are completed.
- The inclusion of two pass/fail measures of dependability and adherence to agency values for all employees, that if not passed, the employee cannot obtain a satisfactory performance rating.
- Five overall ratings as opposed to the three ratings that are currently in place.
- A requirement that performance reviews be conducted between October 1<sup>st</sup> and December 31<sup>st</sup> of each year, as opposed to on the employee's anniversary date.

All of these factors have been incorporated into a new form, which will be required to be utilized on a statewide basis. The new form is included as *Attachment VI*. The form itself contains explanations of many of the new measures and practices, but there is also a Resource Guide that will be available on the website should it be needed. This Resource guide can be seen at the following link: <http://www.da.ks.gov/pmp/mgrresguide.pdf>

Staff from the Department of Administration have held several informational meetings with employees at locations across the State to discuss the new PMP and the new pay plans, and are scheduled to hold several more in the coming months. So far, there have been meetings in Dodge City, Hays, Hutchinson, Manhattan, Pittsburg, and Wichita. Additional meetings in Manhattan, Topeka and Wichita are planned as are meetings in Salina and in the Kansas City area. To date, there have been 18 meetings with over 1,800 employees.

Finally, staff from DPS have completed four train-the-trainer sessions developed jointly by staff from the Hay Group and DPS for 146 trainers and HR staff from 45 different State agencies. These trainers and HR staff will then take the training out to their own agencies, and train managers and supervisors throughout the State on the new PMP, and several agencies have already begun to do so. While the actual trainer may vary, this method assures that the curriculum, materials and presentation used in the training will be the same for all supervisors and managers throughout the State.

### Conclusion

This new 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.

We believe these new plans and PMP adopt 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 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 Tapanelli

**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  
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 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.

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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.

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### Attachment III

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

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### Attachment III

<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

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### Attachment III

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

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### Attachment III

Equipment Operator Senior	477	2	3	18
Equipment Operator Specialist	116	2	3	20
Equipment Operator Trainee	110	2	3	14
Equipment Planning Techn I	23	2	2	29
Equipment Planning Techn II	10	2	2	31
Extension Nutritional Asst I	15	1	1	11
Extension Nutritional Asst II	2	1	1	13
Facilities Maintenance Super	146	2	3	21
Facilities Specialist	125	2	3	20
Financial Economist	4	4	2	33
Financial Examiner	20	4	2	24
Financial Examiner Administrtr	3	4	2	34
Financial Examiner Principal	26	4	2	31
Financial Examiner Senior	14	4	2	28
Fire Investigation Supervisor	0	5	3	27
Fire Investigator	11	5	3	27
Fire Prevention Inspector	17	2	3	26
Fire Protection Specialist	3	2	3	27
Food Service Manager	6	2	1	20
Food Service Supervisor	38	1	1	16
Food Service Supervisor Senior	2	1	1	18
Food Service Worker	77	1	1	10
Food, Drug And Lodg Surv I	15	2	2	22
Food, Drug And Lodg Surv II	0	2	2	24
Food, Drug And Lodg Surv III	3	2	2	26
Forensic Scientist I	5	4	2	25
Forensic Scientist II	2	4	2	29
Forensic Scientist III	1	4	2	31
Forensic Scientist IV	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
Grain Warehouse Examiner II	5	2	1	24
Grain Warehouse Examiner III	1	2	1	27
Graphic Designer	7	2	1	21
Graphic Designer Senior	16	2	1	24
Graphic Designer Specialist	9	2	1	27
Grounds Maintenance Super I	8	1	1	17
Grounds Maintenance Super II	13	1	1	19
Health Care Assistant	3	1	1	12
Health Care Technician I	1	1	1	17
Health Care Technician II	4	1	1	19
Health Facility Surveyor I	74	4	2	26
Health Facility Surveyor II	13	4	2	29
Health Facility Surveyor III	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
Highway Patrol Lieutenant	75	5	3	32
Highway Patrol Major	3	3	3	37

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### Attachment III

<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

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## Attachment III

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

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### Attachment III

<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

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### Attachment III

<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

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### Attachment III

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 III

<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 IV

### Proposed Implementation Schedule

	FY 2009*	FY 2010	FY 2011	FY 2012	FY 2013
<b>Group 1</b> 7,758 emp. 152 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. 256 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> 7,395 emp. 145 classes	Market Adjustments	Market Adjustments	<b>Preparation &amp; Market Adjustments</b>	<b>Dry Run &amp; Market Adjustment</b>	<b>Implement &amp; Market Adjustment</b>

\*FY2009 will also involve the development of a new Performance Management system for the State of Kansas. Information and training will be made available and presented to all employees, supervisors and managers prior to the adoption and implementation of this new system. Additional information for this new system can be found at the following website: <http://www.da.ks.gov/pmp/>

#### 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 and 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 will receive market adjustments prior to the first year of their 3-year study cycle. The intent is 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 plan is fully implemented, annual market studies will be conducted on 1/3 of the State's workforce to identify any need for adjustment in order to maintain market alignment.

#### First Year Activities

The first year of each Group's 3-year cycle will involve a great deal of preparation. The most important component of this year will be a comprehensive review of each classification assigned to the Group which will involve the review of every position description of each class assigned to the Group. Based on the review, reallocations will be made to the proper classification and modifications will be made to recommended to classifications, when necessary. This step is necessary to insure that employees are properly classified as implementation of the new pay plans proceeds,

which is crucial to the development of accurate compensation recommendations. Employees will continue to be compensated under the State's current system during the first year of the 3-year cycle for their Group.

#### Second Year Activities

The second year of each Group's 3-year cycle will involve a "dry run" of the new system. Employees will be evaluated using the new Performance Management system and agencies will provide the Division of Personnel Services (DPS) with a report detailing the performance evaluation experience, so that any issues or problems can be addressed before being fully implemented. In addition, agencies will also report to DPS how the agency would have allocated their annual classified employee salary budget if the new pay plans were in place, the results of such actions, and any proposed changes to the system they believe are needed. Once again, employees will continue to be paid under the new employee compensation system.

#### Third Year Activities

The third year of each Group's 3-year cycle will involve full implementation of the new pay plans for the classifications assigned to that Group. Employees will be evaluated using the new Performance Management system and compensation will be provided on the basis of the new pay plans. Agencies will work with DPS to identify areas requiring further modification and actions.

#### Beyond the Third Year

After a Group is implemented on the new pay plans, annual market studies will be conducted to identify any need for adjustments to ensure continued market alignment. The new employee compensation system and Performance Management system will continue to be reviewed and evaluated to identify any needs for change.

## Attachment V

### List of Survey Respondents

Allen County Hospital	County of Riley
Area Mental Health Center	County of Saline
Atchison Valley Hope	County of Sedgwick
Bert and Wetta Abilene, Inc.	County of Shawnee
Blue Cross Blue Shield of KS	Cowley County MHC
Blue Hills Animal Hospital	KCTC
Blue Valley Schools	Deluxe Cleaners
Boeing	Dodge City Community College
Cargill, Inc.	Draco Digital, LLC
Center for Counseling & Consultation	Edwards County Hospital & Healthcare Center
Central Kansas Foundation	Elizabeth Layton Center Inc.
Central KS Mental Health	Emporia Gazette
Cessna Aircraft Company	Exide Technologies
City of Atchison	Family Life Center, Inc.
City of Dodge City	Family Service & Guidance Center of Topeka
City of Emporia	Farmer's Union Coop Business Association
City of Hays	Foot Locker, Inc.
City of Larned	Forcade Associates Inc.
City of Lawrence	Four County Mental Health Center, Inc.
City of Manhattan	Fredonia Regional Hospital
City of Norton	Galina Community Theatre
City of Olathe	Girard Medical Center
City of Osawatomie	Graphic Systems Inc
City of Overland Park	Halstead Valley Hope
City of Parsons	Hays Medical Center
City of Pittsburg	HBI Farms, Inc., Taylor Feed Farms
City of Salina	High Plains Mental Health Center
City of Topeka	Horizons MHC
City of Wichita	Hutchinson News
City of Winfield	International Media and Cultures
Coffeyville Regional Med Center	Jackson Dairy
COMCARE of Sedgwick County	Jim's Formal Clothing
Comprehensive Counseling/Consulting, LLC	Johnson County Community College
Copy Center of Topeka	Kansas City KS Public Schools
County of Cowley	Kanza Mental Health
County of Crawford	KTKA 49 ABC News
County of Ellis	Labette Center for Mental Health Services, Inc.
County of Finney	Labette Community College
County of Ford	Lakewood Rehab Center
County of Johnson	Lawrence Memorial Hospital
County of Labette	
County of Leavenworth	
County of Miami	



List of Survey Respondents (cont.)

Lawrence Public Schools – USD 497	Southeast Kansas Mental Health Center
Leavenworth County	St. Catherine Hospital
Little Apple Veterinary Hospital	State of Alaska
Lowen Corporation	State of Arizona
Lyric Opera of Kansas City	State of Arkansas
Marillac	State of Colorado
Master Cleaners	State of Illinois
McCall Pattern Company	State of Iowa
Mcpherson County Feeders	State of Louisiana
Meade District Hospital	State of Minnesota
Menorah Medical Center	State of Missouri
Mercy Health System of Kansas, Inc.(Ft. Scott)	State of Nebraska
Mercy Hospital (Independence, Ks)	State of Nevada
Minneola District Hospital	State of New Mexico
Mission Market, LLC	State of North Dakota
Missouri Valley Hope	State of Oklahoma
Monsanto	State of Texas
Ness County Hospital	State of Utah
Olathe – USD 233	State of Wisconsin
Old Cowtown Museum	State of Wyoming
Orpheum Performing Arts Center	Sullivan Gang
Overland Park Regional Medical Center	Sumner Regional Med Center
Pawnee Mental Health Services	The World Company
Pittsburg Community Schools – USD 250	Topeka Capital-Journal
Prairie View Inc.	Topeka Civic Theatre & Academy
Pratt Regional Med Center	Trego Co. Lemko Hospital
Promise Regional Medical Center	Truman Medical Centers
Providence Living Center	Univ. of Missouri-Vet. Med. Teach Hospital
Ransom Memorial Hospital	Valeo Behavioral Health Care
Reser's Fine Foods	Veterinary Specialty & Emergency Center
Salina Art Center	Washburn University
Salina Community Theatre	Westview Manor of Peabody
Saylor Cleaners, Inc.	Wichita Public Schools – USD 259
Security Benefit Group	Wichita Sedgwick County Museum
Shawnee Mission Medical Center	William Newton Hospital
Smokey Hill Foundation for Chem. Dependency, Inc.	Winfield – USD 465
South Central Kansas Reg. Med. Center	Young's Bridal

Attachment VI  
 State of Kansas  
 Performance Management Process

Identification Information (please print)		
Employee Name (Last, First, MI):	Person Completing Review:	
Employee ID:	Agency Name:	
Class Title:	Position Number:	Date of this Review:
_____ To _____ (Month/Day/Year) Timeframe Being Evaluated (Month/Day/Year)	Review Type:	
Overall Performance Rating:	<input type="radio"/> Probationary <input type="radio"/> Recommend permanent status <input type="radio"/> Extend probationary status <input type="radio"/> Not recommended for permanent status <input type="radio"/> Annual <input type="radio"/> Special <input type="radio"/> Unclassified	
<input type="radio"/> Unsatisfactory <input type="radio"/> Needs Improvement <input type="radio"/> Meets Expectations <input type="radio"/> Exceeds Expectations <input type="radio"/> Exceptional		

**Part I: Performance Planning**

Instructions: Identify objectives for the employee based on the manager/employee performance planning discussion. Please ensure each objective is a SMART objective (Specific, Measurable, Attainable, Relevant, Time-Based). In setting the objectives, be as specific as possible using quantitative (e.g., numbers, data, quotas, dates) and/or qualitative measures or feedback where helpful.

Indicate how progress against the objectives will be observed or measured (tracked). Modify objectives as needed throughout the performance management cycle. The number of objectives should be based on the outcomes of the performance planning discussion; you may add more lines below (objectives as necessary). In the Annual Performance Review, indicate employees overall performance against each objective.

Objectives		Measurement	
List Objectives in the Table Below		A measurement scale and target should be established for each objective.	
Obj	Description	Tracking Method	Annual Performance Review
1			
2			
3			
4			
5			

6-25

# State of Kansas Performance Management Process

## Part I: Performance Planning (continued)

Instructions: Considering the employee's overall strengths and weaknesses, identify the critical competencies (from pages 4-7), for this review period that the employee should focus on. Consider those competencies that are critical for achievement of responsibilities and objectives for the coming year in addition to those that are important from a developmental perspective (important for a future position and/or for increased or changed responsibilities). The competencies chosen should be based on information from manager/employee performance planning discussion(s), any items identified through the development planning process, and any items from the most recent performance review. For each competency, provide any project or on-the-job suggestions that the employee can engage in to help in development.

Competency	Project or On-the-Job Suggestions
1.	
2.	
3.	
4.	

### On-Going Feedback and Coaching Process

Instructions: Identify the process to be used throughout the year to provide feedback and coaching to the employee. Identify any customer input tools that will be used to provide feedback throughout the year. In addition, identify the timing for the mid-year review and/or any other coaching sessions. Identify any employee responsibilities in the process. For instance, you may wish to identify when and how on-going feedback will be delivered, who has responsibility for setting up coaching sessions, when the mid-year review will happen, if current customer input tools will be used, etc.

### On-Going Feedback and Coaching Process

6-26

# State of Kansas Performance Management Process

## Part II: Mid-Year Discussion

Instructions: Document progress against the Objectives and Competencies as defined in the Performance Planning process. Be as specific as possible about the employee's actual performance to date, documenting specific observable results wherever possible, and adding qualitative information or feedback wherever helpful. Any valid updates to employee's objectives, which are based on changes in State or agency needs, may also be documented in this section.

## Mid-Year Discussion and Coaching Progress

## Part III: Essential Requirements

Instructions: Considering the level the employee typically or consistently operates at, check the box which best describes his/her behavior for the competency below. A behavioral example must be provided for the Unsatisfactory rating.

**Dependability:** Recognizes their responsibilities to the agency and applies effective work habits and attitudes to meet work requirements. Accomplishes tasks by showing concern for all aspects of the job and manages workload or completes tasks in a timely manner.

- Attends work regularly and on time
- Plans appropriately for absences
- Assumes personal accountability for work

Unsatisfactory * <input type="checkbox"/>	Meets Expectations <input type="checkbox"/>
--	--

Example:

**Agency Values:** Individuals adhering to agency values align their actions with high standards of conduct, accept responsibility for behavior and exhibit personal integrity at all times. Acts as a role model for other employees and does the right thing, even when no one is watching. Individual does not waste agency resources (i.e., time, material).

- Demonstrates personal integrity and ethical behavior
- Displays good stewardship of public resources
- Adapts to changes in processes, procedures or responsibilities

Unsatisfactory * <input type="checkbox"/>	Meets Expectations <input type="checkbox"/>
--	--

Example:

\* An Unsatisfactory rating in Dependability or Agency Values will result in an Overall Performance Rating of Unsatisfactory

6-27

# State of Kansas Performance Management Process

**Part IV: Annual Performance Review - Competencies**

Instructions: Considering the level the employee typically or consistently operates at, check the box which best describes his/her behavior for the competency below. A behavioral example should be provided for each competency.

**CORE COMPETENCIES (FOR ALL EMPLOYEES):**

**Job Responsibilities:** Please rate the individual on execution of their expected day-to-day responsibilities, and specialized knowledge as outlined in the job description. Specialized Knowledge is the knowledge of and/or skill in a particular field (e.g., marketing, engineering, etc.) or trade (e.g., electrician, housekeeping, etc.) and the ability to apply that knowledge and/or skill in a variety of business situations

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<p><b>Learner:</b></p> <ul style="list-style-type: none"> <li>- Limited ability to conduct job responsibilities; needs more experience or practice.</li> <li>- Requires clear and specific instructions to get the job done.</li> <li>- Understands enough to independently handle some routine tasks of the job.</li> <li>- Understands regulations and policies; correctly applies them.</li> </ul>	<p><b>Experienced Knowledge:</b></p> <ul style="list-style-type: none"> <li>- Technically experienced and competent.</li> <li>- Has thorough working knowledge of the area.</li> <li>- Handles most routine tasks of the job; needs direction for more difficult tasks</li> <li>- Supervises others effectively through proper delegation, communication, and follow-up.</li> </ul>	<p><b>Expert Knowledge:</b></p> <ul style="list-style-type: none"> <li>- Can exercise independent judgment regarding all technical issues and responsibilities.</li> <li>- Understands how area of responsibility relates to broader issues.</li> <li>- Requires assistance for the most difficult aspects of the job.</li> <li>- Supervises others with a focus on coaching for effective performance.</li> </ul>	<p><b>Transferring Knowledge:</b></p> <ul style="list-style-type: none"> <li>- Independently handles the most difficult aspects of the job.</li> <li>- Understands how the area of knowledge relates to broader departmental or agency goals.</li> <li>- Plays a role in transferring skills and knowledge to others.</li> <li>- Takes responsibility for projects and tasks that have broader departmental or agency impact.</li> </ul>

**Behavioral Example:**

**Communication:** Understands others' ideas and expresses thoughts and information effectively, utilizing appropriate gestures, tone, organization, grammar, format and materials. Maximizes performance through effective communication and develops a communication style that optimizes individual and team performance. It includes expressing ideas, requesting actions, summarizing events, and formulating plans by means of clear and effective writing, communicating, or presenting.

Employee does not demonstrate any of the levels below; this competency will be included in the employee's development plan.

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<p><b>Shares Information:</b></p> <ul style="list-style-type: none"> <li>- Shares relevant information and keeps others informed.</li> <li>- Listens to others' opinions.</li> <li>- Explains reasons for decisions.</li> </ul>	<p><b>Facilitates Participation:</b></p> <ul style="list-style-type: none"> <li>- Communicates objective and purpose and how individual is critical to team success.</li> <li>- Encourages participation from all team members.</li> <li>- Runs effective meetings; uses agendas, outlines expectations, keeps group focused.</li> <li>- Negotiates for win-win solutions.</li> </ul>	<p><b>Tailors Communication:</b></p> <ul style="list-style-type: none"> <li>- Understands audience and tailors communication so that it is perceived as being clear, relevant, and even handed.</li> <li>- Develops a communication style to facilitate a positive team environment and advance the team's agenda.</li> <li>- Adjusts style/approach to build partnerships with others and to ensure acceptance of ideas.</li> </ul>	<p><b>Uses Communication to Promote Agency Effectiveness:</b></p> <ul style="list-style-type: none"> <li>- Uses communication to promote broad learning, effectiveness and efficiency.</li> <li>- Communicates with different people at different levels throughout the agency to ensure the buy-in of others.</li> <li>- Communicates broadly to ensure others understand the link between the current task and long-term strategies.</li> </ul>

**Behavioral Example:**

6-28

## State of Kansas Performance Management Process

**Customer Service:** Addresses underlying customer needs that add value, to remove causes of customer's problems and ensure the long-term viability of the relationship. It includes demonstrating understanding of the customer's point of view, delivering on commitments, gaining the confidence of customers, and maximizing customer satisfaction. Customers include external and internal customers or clients, suppliers, etc.

Employee does not demonstrate any of the levels below; this competency will be included in the employee's development plan.

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Maintains Communication:</b> <ul style="list-style-type: none"> <li>- Follows through on customer inquiries, requests, and complaints.</li> <li>- Keeps customer up-to-date about progress of projects.</li> <li>- Gives friendly, cheerful service and distributes helpful information to customers.</li> <li>- Maintains clear communication with customers regarding mutual expectations.</li> </ul>	<b>Takes Personal Responsibility:</b> <ul style="list-style-type: none"> <li>- Takes personal responsibility for correcting customer-service problems.</li> <li>- Corrects customer-service problems promptly and un-defensively.</li> <li>- Makes self fully available to the customer, especially when they are going through a critical period.</li> </ul>	<b>Addresses Underlying Customer Needs</b> <ul style="list-style-type: none"> <li>- Seeks information about the real, underlying needs of the customer beyond those expressed initially.</li> <li>- Makes concrete attempts to add value to the customer, to make things better for the customer in some way.</li> <li>- Gets at the root of a customer problem and removes the cause of the problem.</li> </ul>	<b>Uses Long-Term Perspective</b> <ul style="list-style-type: none"> <li>- Develops strategies and solutions that have long-term benefits for the customer.</li> <li>- Addresses customer problems with a focus on the long-term relationship.</li> <li>- Proactively builds customer relationships and maintains good relationships with the customer over the long term.</li> </ul>

Behavioral Example:

**Initiative:** Identifies a problem, obstacle or opportunity and takes action to address current or future problems or opportunities.

Employee does not demonstrate any of the levels below; this competency will be included in the employee's development plan.

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Addresses Current Opportunities or Problems:</b> <ul style="list-style-type: none"> <li>- Recognizes when a situation calls for a different approach from the usual.</li> <li>- Pulls together ideas, issues and observations when a new perspective emerges.</li> <li>- Recognizes and acts on current opportunities</li> </ul>	<b>Is Decisive in a Crisis:</b> <ul style="list-style-type: none"> <li>- Acts quickly and decisively in a crisis situation.</li> <li>- Makes decisions and takes action where the norm is to wait and hope the problem will resolve itself.</li> <li>- Is prepared to try out different solutions or take a different approach.</li> </ul>	<b>Plans Ahead and Takes Action:</b> <ul style="list-style-type: none"> <li>- Looks for opportunities to make improvements.</li> <li>- Looks beyond the facts in order to develop solutions that have currently not been used in the agency before.</li> <li>- Generates new and varied solutions to problems.</li> <li>- Identifies changes that will improve performance in own agency.</li> </ul>	<b>Anticipates and Prepares for Long-Term Problems:</b> <ul style="list-style-type: none"> <li>- Anticipates situations 6 months to a year ahead or more acts to create opportunities or avoid problems that are not obvious to others.</li> <li>- Applies and modifies learned concepts, methodologies or ideas that have been used in other departments or agencies, to develop new solutions to problems.</li> </ul>

Behavioral Example:

6-29

# State of Kansas Performance Management Process

**Teamwork:** Achieves team objectives by developing and sustaining cooperative relationships. Employee works cooperatively with others as part of the team, as opposed to working separately or competitively. At the highest levels, it includes an ability to ensure the cohesiveness of the team and to ensure success.

Employee does not demonstrate any of the levels below; this competency will be included in the employee's development plan.

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<p><b>Cooperates:</b></p> <ul style="list-style-type: none"> <li>- Cooperates willingly with others.</li> <li>- Ensures all group members have the relevant and needed information</li> <li>- Speaks positively of other team members.</li> </ul>	<p><b>Solicits Input:</b></p> <ul style="list-style-type: none"> <li>- Solicits ideas and opinions from others to help form specific decisions or plans.</li> <li>- Genuinely values others' input and expertise and is willing to learn from others.</li> </ul>	<p><b>Encourages Others:</b></p> <ul style="list-style-type: none"> <li>- Takes specific steps to create a team environment and model desired behavior.</li> <li>- Encourages all members of the group to contribute.</li> <li>- Publicly recognizes the contributions of other team members.</li> </ul>	<p><b>Promotes the Team:</b></p> <ul style="list-style-type: none"> <li>- Acts to promote a friendly climate, good morale and cooperation within the team.</li> <li>- Protects and promotes the team's reputation with others.</li> <li>- Resolves team conflicts. Brings conflict within the team into the open and encourages or facilitates a beneficial resolution.</li> <li>- Partners with other teams and promotes collaborative decision making to solve problems.</li> </ul>

Behavioral Example:

6-30

# State of Kansas Performance Management Process

## Leadership Competencies (For Managers only):

**Performance Management:** Promotes employee development opportunities and fosters the long-term learning or development of others. Sets clear goals and expectations, ensures feedback and addresses performance issues in a timely manner. It includes the ability to apply State of Kansas regulations and policies, to delegate effectively, to deal with performance issues, and to hold others accountable.

Employee does not demonstrate any of the levels below; this competency will be included in the employee's development plan.

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Sets Clear Objectives and Expectations</b> <ul style="list-style-type: none"> <li>- Gives detailed explanations of specific goals and objectives to others.</li> <li>- Delegates effectively to employees to enable focus on managerial responsibilities.</li> </ul>	<b>Holds People Accountable for Performance:</b> <ul style="list-style-type: none"> <li>- Sets goals or objectives for employees that drive high performance.</li> <li>- Holds employees accountable for their performance.</li> <li>- Reviews employees' performance against clear standards and objectives, and rectifies performance issues.</li> <li>- Provides timely feedback and performance evaluations to employees.</li> </ul>	<b>Coaches for Effective Performance:</b> <ul style="list-style-type: none"> <li>- Provides real-time coaching to others to improve performance.</li> <li>- Addresses performance problems early to ensure minimal department or agency impact.</li> <li>- Utilizes employee recognition to reinforce positive outcomes and behaviors.</li> <li>- Identifies training or development needs for team or group of employees.</li> </ul>	<b>Creates Climate for High Performance:</b> <ul style="list-style-type: none"> <li>- Implements specific tactics to create a climate for high performance.</li> <li>- Interfaces with other leaders to develop best-practice people practices for the good of the agency.</li> <li>- Develops employees for future roles.</li> </ul>

Behavioral Example:

**Leadership:** Outstanding State of Kansas managers view themselves as leaders of people. They recognize that they are responsible for facilitating the work of their employees, which may mean providing essential information, creating efficient work structures or processes, or securing additional resources. These leaders inspire confidence in people and create excitement about the work and purpose.

Employee does not demonstrate any of the levels below; this competency will be included in the employee's development plan.

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Keeps People Informed:</b> <ul style="list-style-type: none"> <li>- Provides clear, consistent, and ongoing communication to team members.</li> <li>- Lets people affected by the team know what is happening and the status of decisions.</li> <li>- Makes sure the team has all the information it needs to make decisions and carry out its responsibilities, individually and collectively.</li> <li>- Explains the reasons behind a decision promptly and candidly.</li> </ul>	<b>Promotes Team Effectiveness:</b> <ul style="list-style-type: none"> <li>- Creates the conditions that enable the team to perform at its best (e.g., setting clear direction, delegating responsibility, getting the right people).</li> <li>- Makes team membership (including selection and dismissal) and assignments in a manner that promotes morale and productivity of the team.</li> <li>- Obtains input from others to promote the effectiveness of the team.</li> </ul>	<b>Takes Care of the Team:</b> <ul style="list-style-type: none"> <li>- Obtains needed resources and information that the team needs to meet its goals.</li> <li>- Provides or secures needed support and development for individuals or the team as a whole.</li> <li>- Holds team members accountable for their contributions to team success, including bringing team resources to their assistance.</li> </ul>	<b>Inspires the Team:</b> <ul style="list-style-type: none"> <li>- Generates excitement, enthusiasm, and commitment to agency and/or departmental goals.</li> <li>- Develops a workforce plan that positions the department or agency for long-term success.</li> <li>- Inspires confidence in the mission of the agency.</li> <li>- Models desired behavior.</li> </ul>

Behavioral Example:

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# State of Kansas Performance Management Process

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## Part IVb: Annual Performance Review - Summary Discussion Points

Based upon your ratings in the previous sections, identify the employee's major strengths in this job, and areas for improvement. In addition, include any additional accomplishments. Comments summarized here will help focus your end of year performance review discussion, and help you prioritize relevant objectives and development priorities for the coming year.

Additional Accomplishments:

Employee's Major Strengths in this Job:

Areas Where Improvement Would Benefit Job Performance:

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# State of Kansas Performance Management Process

## Part IVc: Annual Performance Review - Overall Performance Review Rating

**Instructions:** Indicate which level most appropriately describes the overall performance level of the individual. Add any comments that provide clarification to the Overall Review (may include unique circumstances, relevant career objectives, or other considerations).

Overall Performance Level:

Unsatisfactory <input type="checkbox"/>	Needs Improvement <input type="checkbox"/>	Meets Expectations <input type="checkbox"/>	Exceeds Expectations <input type="checkbox"/>	Exceptional <input type="checkbox"/>
<ul style="list-style-type: none"> <li>- Employee is not making the contributions expected of an employee in this role.</li> <li>- Employee may not be appropriately placed in the job or the agency.</li> <li>- Immediate improvement is required.</li> </ul>	<ul style="list-style-type: none"> <li>- Employee is inconsistent in performance.</li> <li>- Employee sometimes meets expectations and requirements.</li> <li>- Continual improvement is required to fully meet expectations.</li> </ul>	<ul style="list-style-type: none"> <li>- Employee is making meaningful and valuable contributions.</li> <li>- Employee has shown consistent and continual performance throughout the review period.</li> </ul>	<ul style="list-style-type: none"> <li>- Employee is making significant contributions and often exceeds objectives and expectations.</li> <li>- Employee demonstrates a high level of competency.</li> </ul>	<ul style="list-style-type: none"> <li>- Employee is making outstanding contributions on a continual basis.</li> <li>- Employee's achievements are clearly distinguishable from solid performers, and are highly valued by others.</li> <li>- Employee consistently performs at a high level of competency.</li> </ul>

Manager Comments:

Employee Comments:

## Signatures

<b>Performance Planning Discussion</b>	
Employee's Signature*: _____	Date: _____
Manager's Signature (completed by): _____	Date: _____
<b>Mid Year Discussion</b>	
Employee's Signature*: _____	Date: _____
Manager's Signature (completed by): _____	Date: _____
<b>Annual Performance Review Discussion</b>	
Employee's Signature*: _____	Date: _____
Manager's Signature (completed by): _____	Date: _____
Reviewer's Signature (reviews by): _____	Date: _____
<i>*Note: Signature does not imply agreement with the content of the review. It only indicates the employee's awareness of the information contained herein. A permanent employee, within (7) calendar days after being advised of his/her rating, may appeal to the agency head. See K.A.R. 1-7-12.</i>	

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